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REPUBLIC OF CAMEROON

Peace – Work – Fatherland

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NATIONAL ANTI-CORRUPTION STRATEGY

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December 2021



H.E. Paul BIYA, President of the Republic of Cameroon

“It is not an easy task, because the evil is deeply rooted in the habits due to economical crisis. The government is making many efforts to implement good governance and anti-corruption strategies. Some examples have been carried out; others are still to come”.

Message to the Nation, on 31 December, 2000

ABBREVIATIONS AND ACRONYMS

AGOA	African Growth and Opportunity Act	EU	European Union
ACU	Anti-Corruption Unit	FECOC	Cameroon Federation of Consumer Organisations
ADB	African Development Bank	FEICOM	Special Council Support Fund for Mutual Assistance
ANAFOR	National Forestry Development Agency	FMU	Forest Management Unit
ANOR	National Standards and Quality Agency	GCE	General Certificate of Education
APV/FLEGT	Accord de Partenariat Volontaire sur Voluntary Partnership	GDP	Gross Domestic Product
	Agreement/Forest Law Enforcement on Governance and Trade	GERDDES	Study and Research Group on Democracy, Economic and Social Development
ARMP	Public Contracts Regulatory Board	SND30	Growth and Employment Strategy Paper
AUCPCC	African Union Convention on Preventing and Combating Corruption	HIPC	Heavily Indebted Poor Countries
BCGG	Business Coalition for Good Governance	ICT	Information and Communication Technologies
BEAC	Bank of Central African States	INTERPOL	International Criminal Police Organisation
BTP	Civil Engineering	IPC Cam	Cameroon Corruption Perception Index
C2D	Debt Relief and Development Contract	MDG	Millennium Development Goals
CAC	Contracts Award Commission	MECAM	Cameroonian Entrepreneurs Movement
CEMAC	Central African Economic and Monetary Community	MINADER	Ministry of Agriculture and Rural Development
CENADI	National Centre for Computer Development	MINAS	Ministry of Social Affairs
CHOC	Change Habits, Oppose Corruption	MINAT	Ministry of Territorial Administration and Decentralisation
CIG	Common Initiative Group	MINCOM	Ministry of Communication
CIMA	Inter-African Conference on Insurance Markets	MINCOMMERCE	Ministry of Trade
CND	National Decentralisation Council	MINEDUB	Ministry of Basic Education
COBAC	Central African Banking Commission	MINEE	Ministry of Water Resources and Energy
CONAC	National Anti-Corruption Commission	MINEFOP	Ministry of Employment and Vocational Training
CONSUPE	Supreme State Audit Office	MINEPAT	Ministry of the Economy, Planning and Regional Development
COS & Co	Consultancy Services and Co	MINEPDED	Ministry of the Environment, Nature Protection and Sustainable Development
CPI	Corruption Perception Index	MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
CRETES	Centre for Economic Research and Surveys	MINESEC	Ministry of Secondary Education
CSO	Civil Society Organisations Organisation	MINESUP	Ministry of Higher Education
CSTC	Confederation of Cameroon Trade Unions	MINFI	Ministry of Finance
CUJ	Cameroon Union of Journalists	MINFOF	Ministry of Forestry and Wildlife
DECC	Department of Examinations and Certification	MINFOPRA	Ministry of Public Service and Administrative Reform
DFI	Direct Foreign Investments	MINJUSTICE	Ministry of Justice
DGEPIP	Directorate General of the Economy and Public Investments Planning	MINMIDT	Ministry of Mines, Industry and Technological Development
DGSN	General Delegation for National Security	MINPOSTEL	Ministry of Post and Telecommunications
ECAM	Cameroon Household Survey	MINPROFF	Ministry of Women's Empowerment and the Family
ECCAS	Economic Community of Central African States	MINRESI	Ministry of Scientific Research and Innovation
EDSC	Cameroon Demographic and Health Survey	MINSANTE	Ministry of Public Health
EIG	Economic Interest Group	MINT	Ministry of Transport
EITI	Extractive Industries Transparency Initiative	MINTP	Ministry of Public Works
ELECAM	Elections Cameroon		
ENEO	Energy of Cameroon		
ESC	Economic and Social Council		
ESDP	Energy Sector Development Plan		

MPC	Mobilisation, Participation and Commitment	REP	Regional Economic Programme
NA	Parliament	RLA	Regional and Local Authority
NACS	National Anti-Corruption Strategy	SCC	Special Criminal Court
NAFI	National Agency for Financial Investigations	SCNPD	National Civic Service for Participation in Development
NCHRF	National Commission on Human Rights and Freedoms	SED	Secretariat of State for Defence
NIS	National Institute of Statistics	SG	Secretary General
NIS	National Integrity System	SIGIF	Computerised Forest Information Management System
NTEFP	Non-Timber Forest Products	SME	Small and Medium-Size Enterprise
OBC	<i>Office du Baccalauréat du Cameroun</i>	SND30	National Development Strategy 2020-2030
ONG	Non Gouvernemental Organisation	SNH	National Hydrocarbons Corporation
OPSTAC	Cameroon Trade Union of Transporters and Auxiliary Organisation	SYNDUSTRICAM	Cameroon Industries Trade Union
PIB	Public Investment Budget	TCR	Transfer of Competences and Resources
PINORAC	Project for the Introduction of Performance Standards in the Cameroonian Public Administration	TF	Tender File
PNG	National Governance Programme	TFP	Technical and Financial Partners
PO/POD	Project Owner/Project Owner Delegate	TSP	Transport Sector Programme
PrECIS	Prevention, Education, Conditions, Incentives, Sanctions	UNCAC	United Nations Convention Against Corruption
PRSP	Poverty Reduction Strategy Paper	UNDP	United Nations Development Programme
PSFE	Forest/Environment Sector Programme	ZICGC	Hunting and Community Management Interest Zone
PWYP	Publish What You PREFACE		

FOREWORD

On high instructions of His Excellency Paul BIYA, President of the Republic and Head of State, Cameroon is on a future-oriented reflection process that permits it to formulate objectives and programme short, medium and long term activities. The ambition of becoming an emergent nation by 2035 is hinged on this rationale. As of now, twenty-five years separate us from this horizon. From a human point of view, this means the country is giving itself a generation to make the necessary strides and carry out the necessary qualitative and quantitative changes to find its place among countries whose development we admire.

Although it is legitimate to harbour ambitions and set goals, it is equally necessary to allocate appropriate and sufficient resources to transform these hopes into concrete realities. In this respect, Cameroon is blessed with enormous potentials that can help to achieve its development goals and fulfil the ambitions for welfare, progress and prosperity. In effect, nature has endowed our country with intelligent and industrious people, as well as abundant resources and wealth, which, if exploited rationally and judiciously, will generate significant and equitable growth for all citizens.

However, we should underscore the fact that corruption is a dreaded scourge which, if left to grow, could wreck all our hopes of prosperity and shared happiness. Tomorrow may be too late and our aspirations for a better livelihood will be drowned if we fail to combat this common enemy called corruption.

Drawing lessons from the long and traumatic decade of multi-sector crisis from the mid-80s to the late 90s that the country suffered, and with memories of the painful consequences of the immense sacrifices that these hard times imposed on the national community, the foresighted President of the Republic ordered the review of our development model, which had shown its shortcomings.

The Head of Government was given the task of overhauling the system through the National Governance Programme, which indicated that, in addition to the structural and functional failures which ended up slowing down the administrative machinery and entire public service, corruption had found fertile breeding ground and plagued large sectors of the administration. This had to be addressed.

It is evident that identifying the degree of damages caused by corruption is one thing and eradicating the scourge is another much more difficult and complex task. Since the warning signals by the President of the Republic, from his accession to power, until the upsurge of unorthodox practices that compromised our best development projects and tarnished the reputation and good image of our country on the international arena, the fight against corruption has become a constant concern of Cameroon's public authorities.

In this regard, the support of the international community for our relentless efforts in improving governance has never failed us. This proves that the incessant advocacy of President Paul BIYA for a more cohesive and homogeneous world is gaining grounds and producing positive results.

It is, thus, thanks to support from the international community through the United Nations Convention Against Corruption (ratified by Cameroon in 2004) and the African Union Convention on Preventing and Combating Corruption (signed in 2008), and with the impetus of the President of the Republic, that we intend to lead with commitment and tact, in a firm and uncompromising manner, this vital struggle until the final victory.

The publication of the National Anti-Corruption Strategy, which currently covers ten sectors and eight pillars of integrity, gives me the opportunity to express the profound gratitude of the Government of Cameroon to the entire International Community for their constant and multi-faceted support to Cameroon in its open war against corruption.

It should be noted that this National Anti-Corruption Strategy is a timely response and comes with a twofold expectation. First, it enables Cameroon to be endowed with a powerful instrument that clearly sets out guidelines for its troops engaged in the battle against corruption, accurately assigns different roles, establishes standards for coordinating the fight and defines the evaluation criteria of the results achieved, as well as mobilises the necessary resources for the effective conduct of the fight.

The other expectation is the need to give greater visibility to the issue of perception of the reality of the anti-corruption drive in Cameroon. Henceforth, rating agencies will have a practical tool to assess the true value of Cameroon's determination to curb corruption.

On behalf of the Government of Cameroon, I wish to thank the Civil Society and the thousands of Cameroonians from North to South, East to West, women and men, youths, from various backgrounds and trades, reflecting our social and cultural diversity, who took time off to contribute actively in the development of this strategy.

By being part of this collective reflection to seek and propose the most appropriate solutions to address more effectively the common enemy, you have demonstrated patriotic commitment and generosity to future generations that we think about, as we make all efforts to ensure that our country is a land of happiness and prosperity for all.

The National Anti-Corruption Commission of Cameroon, CONAC, an independent public body that contributes to the fight against corruption, has produced a pertinent document that the Government is committed to incorporating into its Plan of Action within the framework of the implementation of the policy of Greater Achievements defined by the Head of State.

In this vein, individual commitment and collective mobilisation are the key elements to the success of this Strategy that sets the objectives, identifies short, medium- and long-term actions to be carried out, identifies the actors and performance indicators, assesses the resources to be allocated, as well as provides mechanisms to monitor and evaluate the expected results.

I therefore urge you to adopt the Vision of the Strategy, which reads:

“By 2035, Cameroon is a country where integrity is an essential value for every citizen, with an economic growth based on a job well done, distributed equitably to ensure social welfare in a preserved environment”.

Yaounde, 28th February, 2011
Philemon YANG
Prime Minister, Head of Government

WORD FROM THE CHAIRMAN OF CONAC

Changing our mindset for a more effective anti-corruption drive in Cameroon is the approach behind the development and implementation of Cameroon's National Anti-Corruption Strategy, under revision for the third time since its adoption by the Government in 2011. It falls in line with the vision of the Head of State, His Excellency President Paul BIYA who, upon accession to the helm of the State in 1982, proclaimed rigour and moralisation as his governance strategy.

In keeping with this commitment, a number of initiatives to promote good governance have been planned and implemented in Cameroon, the most prominent being the anti-corruption drive that targets top government officials who mismanage public funds, the ratification of the United Nations Convention against Corruption (UNCAC) and the African Union Convention on Preventing and Combating Corruption (AUCPCC), as well as the creation of specialised anti-corruption institutions such as the National Anti-Corruption Commission, the National Financial Investigation Agency, the Special Criminal Court, etc.

Despite all these instruments, results obtained so far in the fight against corruption are still not encouraging. One of the reasons for this poor performance is the low implementation of the National Anti-Corruption Strategy by all stakeholders in the country, notably public and private sector institutions, as well as Civil Society Organisations.

The Strategy, being an important instrument, presents an anti-corruption plan of action for each sector and pillar of integrity, as well as sets up monitoring and evaluation mechanisms for actions carried out. These sector-based strategies include actions of Prevention, Education, Condition, Incentive and Sanction (PrECIS) to be implemented at the same time in order to significantly contribute in reducing corruption and even eradicate it. The Pillars of Integrity are guarantors of integrity as they ensure the implementation of the PrECIS actions in the different sector-based strategies.

The present document is the third revision of Cameroon's Anti-Corruption Strategy. It has been enlarged to include 20 sectors and ten Pillars of Integrity, up from ten sectors and seven pillars of integrity in the first document elaborated in 2010.

We continue to thank the Speaker of the National Assembly, the Prime Minister, Head of Government, the Chief Justice of the Supreme Court, all Members of Government whose Ministries were targeted by sector-based strategies, for their personal involvement at the first stage and subsequently. We also thank all the technical and financial partners, namely: the Cameroon Multi Donor Committee, the Civil Society, the Private Sector and the Media which also contributed significantly in the development of this document considered as one of the historical milestones in the construction of our country in this 21st century. Finally, we commend the CHOC Project team and their consultants, technical and financial partner of CONAC, for contributing to design this Strategy.

Again, we will like to emphasise that any strategy which is not implemented is worthless, and that the most important thing for our country is to implement the strategic actions adopted in this Strategy document. Its implementation will help reduce the corruption phenomenon in our society and, as such, serve the purpose for which it has been developed.

We developed this strategy together. We produced it together. Again, we wish to implement it together, with the effective contribution of every one. The three principles of Mobilisation, Participation and individual and collective Commitment (MPC) on which we all agreed at the national workshops to develop the National Anti-Corruption Strategy should be our guiding code.

We, therefore, request all stakeholders to be more committed in implementing the National Anti-Corruption Strategy, so that the fight against corruption should be effective and respond to the wish of the Head of State, His Excellency Paul BIYA, who constantly reminds us that "Corruption ... must stop!"

Yaounde, December 30, 2021
Rev. Dr. Dieudonné MASSI GAMS
Chairman of CONAC

EXECUTIVE SUMMARY

The fight against corruption has been one of the priorities of the Cameroon government since the late 1990s, following the initiation of legal proceedings against unscrupulous managers of public wealth. Subsequently, this commitment was reinforced through the following key policy documents:

- ✓ The Poverty Reduction Strategy Paper;
- ✓ The Growth and Employment Strategy Paper;
- ✓ The Vision of Cameroon by the year 2035;
- ✓ The National Development Strategy 2020-2030.

Initially, government's anti-corruption policy and implementation action plan were the responsibility of the National Governance Programme, at the Prime Minister's Office. However, with the creation of the National Anti-Corruption Commission in 2006, the task of coordinating anti-corruption activities in the country was bestowed on the Commission.

It is in line with this mission that one of the first activities of CONAC, in 2010, was to elaborate a National Anti-Corruption Strategy to serve as road map in the fight against corruption in the country. With the help of development partners and through a participatory approach involving more than one thousand stakeholders from all sectors of society (Government, Private Sector, Civil Society Organisations, Technical and Financial Partners and other citizens), workshops were organised across the country to collect information for the document.

The initial vision which stated that *“By 2015, Cameroon is a country where integrity is an essential value for every citizen, with an economic growth based on job well done, distributed equitably to ensure social welfare in a preserved environment”*, has remained pertinent although still to become reality.

It is for this reason that subsequent revisions of the NACS document for 2016-2020, and now from 2022 to 2026, has targetted 2035 as the year of all expectations; wherefore the adaptation of the Vision of 2010 to read: *“By 2035, Cameroon is a country where integrity is an essential value for every citizen, with an economic growth based on job well done, distributed equitably to ensure social welfare in a preserved environment”*.

The anti-corruption targets for 2035 tie with the governance objectives of the SND20-30 strategic development document and seeks to:

- ✓ Support the process of social transformation in Cameroon with a view to strengthening the rule of law, democracy, effective participation in

public management, transparency and, above all, the rejection of corruption;

- ✓ Mobilise positive actors through strategic actions that will enable each sector to forge on in the fight against corruption;
- ✓ Support the emergence and development of integrity pillars, custodians of values in the fight against corruption; and finally
- ✓ Ensure the effective implementation of the NACS.

The 2022-2026 NACS outlines strategic actions in 20 sectors of activities:

1. Public Investment Budget and Public Contract
2. Private Sector
3. Regional and Local Authorities
4. Education
5. Public Health
6. Mining and Extractive Industries
7. Transport
8. Forestry and the Environment
9. Land Tenure and Real Estate
10. Tourism
11. Agriculture, Livestock and Fisheries
12. Trade, SME/SMI and Crafts
13. Public Service and Administrative Reform
14. Family and Social Affairs
15. Water Resources and Energy
16. Youth, Sports and Leisure
17. Communication, Post and Telecommunications
18. Culture and Intellectual Property
19. Finance (Customs/Taxation/Treasury)
20. Banks, Micro-finance, Insurance and “Njangi houses”

Actions to reinforce 10 Pillars of Integrity are presented:

1. Executive System
2. Legislative System
3. Judiciary and Anti-Corruption Institutions
4. Technical & Financial Partners
5. Media
6. Civil Society
7. Traditional authorities
8. Religious authorities
9. Political parties
10. Forces Law and Order

The PrECIS tool, that calls for the concomitant implementation of five key actions (Prevention, Education, Condition, Incentive and Sanction) remains the main implementation mechanism of the NACS in an inclusive and participatory manner.

INTRODUCTION

Borrowed from military jargon, the concept, "strategy", is defined as an approach that enables an organisation to set its basic objectives and mobilise resources needed for their attainment. In elaborating Cameroon's National Anti-Corruption Strategy, CONAC sought to:

- Present the manifestations and causes of corruption in the priority sectors and pillars of integrity;
- Outline anti-corruption initiatives carried out so far and the results achieved;
- Identify the major challenges to be considered in pursuing the fight; and
- Indicate the new actions to carry out in order to achieve significant results by the year 2035.

The first NACS was validated by the Cameroon government on February 28, 2011. Mr Philemon YANG, the then Prime Minister, Head of Government, appended his signature to the document, in the presence of development partners who had been involved in the strategy development process. This second revision in 2021, after the first in 2016, is enriched with information on progress made during the implementation assessment processes carried out in 2015 and 2020. The document derives legal backing from the following national and international instruments:

1. Law N^o. 96/06 of 18 January, 1996, revising the Constitution of 02 June, 1972;
2. The United Nations Convention against Corruption, Chapter II, Article 5 on Preventive anti-corruption policies and practices¹;
3. The African Union Convention on Preventing and Combating Corruption;
4. Law N^o2018/011 of 11 July 2018 on the Code of Transparency and Good Governance in the Management of Public Finances in Cameroon;
5. Regulation N^o 01/CEMAC/UMAC/CM of 11 April 2016 on the Prevention and Suppression of Money Laundering, Terrorist Financing and Proliferation in Central Africa;
6. Law N^o 2003/008 of 10 July 2003 on the repression of offences contained in the OHADA uniform acts;
7. Decree N^o. 2006/088 of 11 March 2006 on the setting up, organisation and functioning of the National Anti-Corruption Commission; and
8. The National Development Strategy 2020-2030 (SND30).

The NACS is divided into three parts: **Part 1** presents the process used in updating the Strategy, **Part 2** outlines the sector-based anti-corruption strategies, while **Part 3** delves on the coordination and monitoring mechanism for the implementation of the Strategy.

¹ UNCAC, Article 5(1): "Each State Party shall, in accordance with the fundamental principles of its legal system, develop and implement or maintain effective, coordinated anti-corruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability."

PART 1

**DEVELOPING THE
NATIONAL ANTI-CORRUPTION
STRATEGY**

CHAPTER 1

HISTORICAL BACKGROUND

1.1. Corruption status and perception in Cameroon

Corruption is a major problem in Cameroon. As far back as 1972, when Cameroon hosted the African Cup of Nations, some officials of the Organising Committee were prosecuted and punished for corruption and misappropriation of public funds. Since then, Cameroonians have become aware of the negative impacts of corruption. Over the years, corruption-related studies pointed to the fact that:

- Cameroon was facing widespread corruption, which required vigorous measures to combat it;
- There exists a significant gap between the institutional and structural reforms undertaken and the mitigated results obtained in terms of reducing the phenomenon of corruption in Cameroon; and
- There is a significant gap between the national and international commitments made by the Government of Cameroon and the time taken to implement them.

Initiatives have been developed to raise awareness and focus the attention of Cameroonians on the dangers that corruption poses to the nation, while encouraging every citizen to join in the fight against this scourge. The first of such campaign by the Government was at the beginning of March 1998 with the slogan “Corruption kills the Nation”.

This campaign, however, did not yield the desired fruits. Within the same period, Cameroon topped Transparency International's Corruption Perception Index list of the most corrupt country in the world for two consecutive years; in 1998 and 1999. Following these disgraceful rankings, the government decided to fully crack down on corruption and launched a vast campaign to clean up public morals, better known to the masses as “Operation Sparrowhawk” that targeted high profile corrupt citizens.

1.2. Creation of specialised institutions

This crack down on acts of corruption was reinforced with the creation of specialised governance institution. In 2000, the National Governance Programme (NGP) was set up to coordinate government's anti-corruption efforts. To this end, the NGP focused on a series of reforms to modernise Cameroon's public administration, improve the functioning of the justice system, introduce accountability in financial, economic and social management, support the decentralisation process, etc.

The signing of the UNCAC and the AUCPCC by Cameroon in 2003, called for more stringent measures to prevent, investigate and combat corruption and related offences in the public and private sectors. Specialised institutions dedicated to combat corruption, were created. These include:

- The Audit Bench of the Supreme Court;
- The National Anti-Corruption Commission (CONAC);
- The Supreme State Audit Office (CONSUPE);
- The National Agency for Financial Investigation (ANIF);
- The Special Criminal Court (SCC);
- The Public Contracts Regulatory Board (ARMP)

Regulatory texts such as the Public Contracts Code, the Investment Code, the Mining Code, were developed, while Ministerial Anti-Corruption Units were created to ensure proper implementation and follow up of anti-corruption activities in the different sectors.

There has also been significant development in anti-corruption legislation in Cameroon.

1.3. The legal framework for the anti-corruption drive

Anti-corruption legislation in Cameroon is basically found in certain provisions of the Penal Code². Articles 134 and 134-1 of the Penal Code punish both active and passive corruption. In the same vein of

² Law N°67/LF-1 of 12 June 1967 on the Cameroon Penal Code, several times amended and supplemented, particularly Law no 2016/0007 of 12 July 2016.

repression of corruption-related offences, articles 123, 161 and 312 of the Penal Code deal respectively with corruption and electoral violence, influence peddling and corruption of employees. The Penal Code punishes electoral offences under articles³ 111, 116 and 123 respectively.

The Penal Code also covers other corruption-related offences, such as misappropriation of public property (article 184), interest in grant (article 135), interest in concern (article 136), failure to report deficiency (article 138), abuse of function (article 140), undue demand (article 142) and favouritism (article 143).

Meanwhile, Article 66 of the Constitution makes it compulsory for certain government employees and senior public officials to declare their assets before and after taking up office. This obligation to declare assets was enshrined in law N^o 2018-011 of 11 July 2018 relating to transparency and good governance in the management of public finances in Cameroon.

The intensification of anti-corruption mechanisms and the expansion of their respective fields of expertise indicate the political will of the State to eradicate corruption. However, most Cameroonians think that institutional reforms, as well as sanctions imposed by Government to punish acts of corruption are yet to yield fruits, as they have not resulted in significant decline of the scourge in the country.

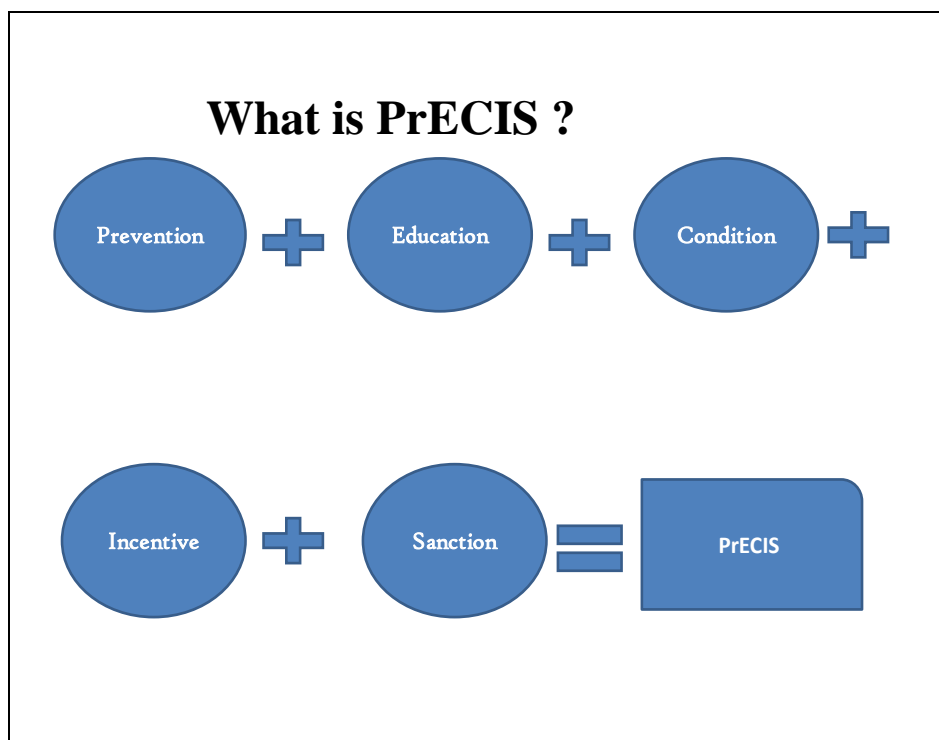
³ Electoral Law No91/020 of 16 December 1991 and 92/010 of 17 September 1992

CHAPTER 2

IMPLEMENTING AND UPDATING THE NATIONAL ANTI-CORRUPTION STRATEGY

2.1 Implementing the NACS using the PrECIS Tool

Action plans contained in this National Anti-Corruption Strategy have been implemented over the years using the PrECIS tool, as shown in the figure below:



Anti-Corruption Experts believe that only the combination of actions of Prevention, Education, Conditions, Incentives and Sanctions carried out at the same time, can help achieve significant results in curbing corruption.

- **Actions of prevention** to eliminate opportunities of corruption in structural, legal, regulatory and organisational shortcomings which corrupt people exploit to commit their crimes.
- **Actions of education** to change the mentalities, habits and attitudes of citizens towards corruption and endow them with new values such as probity and integrity.
- **Actions of condition** to make stakeholders less vulnerable but more resistant to corruption.
- **Incentives** to identify and reward merit in order to highlight models of probity, integrity and patriotism that can inspire current and future generations of citizens.
- **Sanctions** to deter individuals from deviant behaviours and dismantle corruption networks by systematically and severely punishing any legal or physical person convicted of acts of corruption.

The tool will continue to be used to implement the current strategy.

2.2. Updating the 2010 NACS

To produce the current document, the 2010 NACS has been updated twice. A national survey was organised in 2015 to assess the impact of government anti-corruption efforts within five years of implementing the NACS. 13,000 people were surveyed in the 10 Regions, 58 Divisions and 360 Sub Divisions in the country. Again, in June 2021, at CONAC's request, another national survey was conducted by the National Institute of Statistics in all ten Regions, involving a sample of 1,036 users of public services.

These national surveys revealed that:

☞ **Between 2010 and 2015, the level of corruption dropped by 0.73 points, from 6.60 points out of 10 in 2010 to 5.87 points out of 10 in 2015;**

☞ **Five most corrupt sectors in Cameroon in 2015:**

1. Public Investment Budget and Public Contracts (7.20 points out of 10)
2. Transport (6.67 points out of 10)
3. Mines and Extractive Industries (6.17 points out of 10)
4. Water and Energy (6.01 points out of 10)
5. Finance (Taxation/Treasury/Customs) (5.75 points out of 10);

☞ **The five most corrupt professions in Cameroon in 2015:**

1. Police officers (28.03% of respondents)
2. MINJUSTICE staff (Courts) (14.72% of respondents)
3. Gendarmerie personnel (12.06% of respondents)
4. MINSANTE staff (8.05% of respondents)
5. Finance personnel (Taxation, Customs, and Treasury). (5.05% of respondents)

At the end of this exercise, it was noted that significant efforts still need to be made to attain the projected for 2015. For this reason, the overall goals set for 2035 by NACS have not fundamentally changed from those projected for 2015.

From 2015 to 2021, results from a joint CONAC/NIS national survey carried out in June 2021 in all ten regions on a sample of 1,036 users of public services identified the following:

☞ **The ten most corrupt public administrations in Cameroon in 2021**

1. Ministry of Finance (47.2%)
2. Ministry of Justice (45.8%)
3. Ministry of Public Health (43.7%)
4. General Delegation for National Security (39.9%)
5. Ministry of Defence (32.6%)
6. Ministry of the Public Service and Administrative Reform (24.5%)
7. Ministry of Secondary Education (23.1%)
8. Ministry of Higher Education (17.1%)
9. Ministry of Decentralisation and Local Development (16.9%)
10. Ministry of Basic Education (15%)

☞ **The five most corrupt professions in Cameroon in 2021:**

1. Police (5 out of 10 points)
2. Customs (4.5 points out of 10)
3. Gendarmerie (3.6 points out of 10)
4. Justice (3.5 points out of 10)
5. Public Health (2.6 points out of 10)

☞ **The level of corruption in the ten regions in 2021**

1. Adamawa (6.4 points out of 10)
2. Centre (6.4 points out of 10)
3. East (6.7 points out of 10)
4. Far North (5.6 points out of 10)
5. Littoral (7.3 points out of 10)
6. North (6.7 points out of 10)
7. North West (6 points out of 10)
8. West (7.6 points out of 10)
9. South (5.5 points out of 10)
10. South West (6.7 points out of 10)

In combining the averages of the ten regions, the overall level of corruption in Cameroon in 2021 will be 6.6 points out of 10. This is in contrast to the 5.87 points out of 10 obtained in 2015. This indicates that the country has fallen back to exactly the same situation as in 2010, when the average was 6.60 points out of 10.

With these figures in mind, the current NACS proposes actions that would eradicate corruption from the various sectors.

2.3 Prospects

Based on a review of all the initiatives undertaken in the anti-corruption drive in Cameroon, it is clear that corruption is widespread and has a severe impact, requiring a more coherent and comprehensive anti-corruption approach. A complete commitment in implementing the current NACS is, therefore, imperative.

As indicated in CONAC's 2020 Anti-Corruption Status Report, there is *“the need to improve the anti-corruption mechanism, particularly CONAC's ongoing advocacy for an anti-corruption law and the setting up of institutions to manage embezzled properties. Beyond the legitimate aspiration to see the enactment of this law or at least the decree for the application of Article 66 of the Constitution on the declaration of property and assets, CONAC hopes that the current repressive framework will be reinforced by criminalising the offence of illicit enrichment, as outlined in Section 51 (2) of Law No. 2018/11 of 11 July 2018 to lay down the Cameroon Code of Transparency and Good Governance in Public Finance Management”*.

Given that implementing the NACS is a change management process, the rationale behind the NACS should, henceforth, hinge on building the critical mass of positive actors who will be empowered and supported to resist corruption and adopt integrity as a cardinal value.

PART II

ANTI-CORRUPTION DRIVE IN THE BUSINESS SECTOR AND THE PILLARS OF INTEGRITY

Each sector strategy is structured as follows:

- ✓ mapping corruption in order to identify corrupt practices and determine their level,
- ✓ diagnosis of the anti-corruption actions carried out,
- ✓ formulation of strategic objectives,
- ✓ elaboration of a strategic anti-corruption action plan.

CHAPTER 3

ANTI-CORRUPTION STRATEGY FOR THE EXECUTION OF THE PUBLIC INVESTMENT BUDGET AND PUBLIC CONTRACTS

3.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE PIB AND PUBLIC CONTRACTS SECTORS

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Failure to comply with deadlines for submission and processing of tenders • Manipulation of tender files • Issuance of fake invoices • Illegal disclosure of contracts specifications • Favoritism (preferential treatment granted unfairly or illegally to some bidders) • Nepotism (award of contracts by contracting authorities to family members, friends or mentors) • Lack of transparency in procedures • Insider trading (members of the TB, the Sub-committees for analysis or contracting authority use confidential information to award or execute contracts) • Sale of Purchase Order forms by members of the TB (Tender Boards) • Influence peddling (use of position or power to influence the contract award procedure) • Payment /collection of bribes on the award of a contract • Execution of contracts awarded informally • Award of contracts not examined by the TB • Laxity (excessive and calculated leniency in enforcing regulations) by TB members and Independent observers; • overbilling • Fraudulent adjustments of Technical bids by members of the Subcommittee of analysis • Manipulation of tender results (contracts awarded to lowest bidder in violation of merit) • Systematic and deliberate resort to the procedure of mutual agreement • Illegal obligation to supply a particular brand of equipment (e.g. computer, car, motorcycle, movable property brands) • Excessive use of the emergency procedure as an excuse to favour some bidders • Modification of bids after submission and falsification of documents or tender reports by members of the TB • Submission of tenders by the same bidder under different 	<ul style="list-style-type: none"> • Lack of ethics of stakeholders • Financial poverty of actors • Ignorance of regulations • Poor representation within Tender Boards (TB) • “Feymania” and the presence of people with questionable morality in the contracts award system • Low level of education of some economic operators • Lack of transparency in the contract award process • Want of patriotism of actors • Systematisation of bad practices • Impunity • Political co-optation of bidders. • Provisions of the Public Contract Code which give priority to PO / POD regarding contract award decisions • Competition barrier through oriented “Short Listing” and bidder restriction • Lowest bidder practice which leads to ‘unfair dealing’

MANIFESTATIONS	CAUSES
<p>corporate names.</p> <ul style="list-style-type: none"> • Lobbies (agreement or association of bidders to distort competition) • Award of several successive contracts to the same bidder by the same TB without considering that previous contracts have not been completely executed • Final reception of defective or fictitious services; • Approval and payment of fictitious invoices. • Lack of skill or insufficient expertise of some bidders to execute some contracts • Introduction of monopoly contracts to give an unfair competitive advantage to some bidders • Project sites abandoned after disbursement of funds and contract splitting • Fraudulent removal of documents from tender files to penalise bidders who refuse to give kickbacks 	

It is clear, from this list of causes and manifestations in the PIB and Public Contract Sectors that corruption is directly due to poor governance. In order to resolve this, since 2011, Cameroon has put in place institutional reforms, most especially, to improve its contract award mechanism. To this effect, Decree N° 2011/408 of 9 December 2011 to reorganise the Government created the Ministry of Public Contracts with prerogatives to improve the management and execution of public contracts in Cameroon.

Under this reform, ARMP was given responsibility for regulation, while the Ministry of Public Contracts was entrusted with the task of awarding and supervising the execution of public contracts. This was intended to prevent poor governance in public contracts award and execution in Cameroon.

Even though this was an appropriate action, it was not enough to solve the main problems raised during the 2010 assessment done within the framework of deliberations towards drawing up the NACS. The following complementary measures identified to provide sustainable solutions to the causes of corruption are worth taking if corruption has to be reduced significantly in the PIB and Public Contracts Sectors in Cameroon.

2015 REFERENCE DATA ON CORRUPTION INTENSITY IN THE SECTOR

Sector: PIB and Public Contracts	Intensity of corruption: 7.77 points on 10
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Corruption seems to have increased in this Sector over the past five years. In fact, the actors interviewed in 2015 by CONAC estimate the level of corruption in this sector at 7.77/10, compared to 7.27/10 in 2010.

The low PIB execution rates from one year to another, the persistence of abandoned or poorly executed contracts, as well as the entrenchment of the system of percentages before being awarded a contract, etc. bring about the negative perception among beneficiary populations and even Sector stakeholders. In addition, the fact that sanctions are not systematically imposed against unscrupulous actors make citizens to believe in the existence of corruption practices or collusion between unscrupulous project owners and public authorities responsible for controlling and receiving contracts.

Finally, it can be seen that measures taken by the government to reduce corruption in the sector are slow in bearing fruits because of entrenched anticompetitive practices.

3.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE PIB AND PUBLIC CONTRACTS SECTORS

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Low purchasing power of actors • Inadequate logistic means for control 	<ul style="list-style-type: none"> • Efforts made to increase salaries of State employees in 2008 and family allowances in 2016 • Frequency of technical control missions for the execution of projects

<ul style="list-style-type: none"> • Absence of mechanisms to protect whistleblowers • Hierarchical dependence of members of the TB • Low frequency of rotation of members of the TB • Laxity in the application of sanctions provided for by regulations • Recurrent cheating and insider trading offence • Low technical aptitude of control agents 	<ul style="list-style-type: none"> • by anti-corruption institutions • Setting up of CONAC and local Associations in charge of follow-up and execution of the PIB. • Ability of the ARMP and MINMAP to question the decisions of TB or PO / POD (project owners /owners delegates) • Progressive involvement of Civil Society Organisations and Media in the public procurement process • Independence of missions of the anti-corruption institutions • Vigilance of bidders and reactivity of the ARMP • The Institution of Independent Observers answerable to ARMP within the TB • Frequent sanctions inflicted by the Prime Minister, as Public Contracts Authority, etc.
<p>Corruption in the domain of PIB and public contracts execution highlights the following: structural bottlenecks, inadequate remuneration of State employees involved in the process, low managerial skills of main actors and lack of integrity.</p> <p>The improvement on governance as well as the mobilisation of institutions and citizens throughout the nation for the implementation of this strategy will certainly and significantly reduce corruption in the public procurement sector in Cameroon.</p>	

3.3. CHALLENGES IN THE ANTI-CORRUPTION DRIVE WITHIN THE PIB AND PUBLIC CONTRACT SECTORS

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Decrease in State resources • Proliferation of mafia networks • Threat on Sustainable Development • Spread of bad practices • Rising political and social influence of the "New Wealthy" • Malfunctioning of administrative structures • Loss of competitiveness of local companies • General interest sacrificed for individual enrichment • Deterioration of working conditions • Widespread poverty, unemployment and job insecurity • Increase in cost of investment projects and programmes and opportunity costs • Inability to reduce poverty and achieve development goals • Poor investment quality. • Inability to attract foreign direct investments (FDI) • Low profitability of investment resources 	<ul style="list-style-type: none"> • Effective application of sanctions against corrupt actors of the public and private sectors • Vigilance and reporting of corrupt individuals • Strict enforcement of public contracts rules and regulations • Adoption and implementation of codes of ethics and conduct • Systematisation of the declaration of enrichment sources • Overhaul of the leadership and improvement of institutional governance • Institution of a Hit Parade and an annual ranking of companies including State suppliers, with respect to performance and proven probity • Reinstitution of civic and moral education, promotion of ethical and patriotic behaviours in citizens • Increase in budget allocations for the construction and equipment of facilities housing TBs; • Allowances paid to agents involved in this activity • Planned management of resources, planning and equitable distribution of national income, • Elaboration and adoption of a new salary scale within the public Service • Maturation of investment projects, • Creation of monitoring mechanisms • Increase in the degree of public contracts system invulnerability by gradually reducing corruption opportunities • Intensifying public-private partnership by laying down specific targets to meet as regards enforcement standards. • Consolidation of the business environment by the reinforcement of the

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Degradation of the country's image and international credibility, etc. 	State of law <ul style="list-style-type: none"> • Protection of the public investment process from ruptures due to corruption • Objectivity and transparency in contracts awarding. • Systematic resort to progressive and exemplary sanctions in order to Discourage corruption • Use of the multiplier effect of capital spending to create jobs, etc.

3.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE PIB AND PUBLIC CONTRACT SECTOR

Corruption in public contracts is a major obstacle to development and one of the main causes of poverty in Cameroon; in perspective, the goal is to eliminate the malfunctioning and bottlenecks of the system by simultaneous use of deterrent and punitive measures supported by improved governance and a strong legislation.

Strategic Objectives:

Strategic Objective 1: By 2035, decisions taken in the public contracts award sector are based solely on transparency, fairness and merit.

Strategic Objective 2: State Agents appointed to serve in the public contracts system fulfill the criteria of competence, integrity and impartiality

Strategic Objective 3: The level of corruption is reduced by 50% in the award, execution and monitoring processes of public contracts by 2035. That should be assessed through the PIB execution rate, significant reduction of abandoned or poorly executed projects as well as the points awarded by beneficiary State structures relating to the perception of corruption in the Sector.

Strategic axis 1: Prevention (Combine detection and deterring instruments, eliminate corruption opportunities).

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Develop and implementing a Code of Ethics for public contracts actors	Rules of Good Conduct elaborated, known and applied by all	Code of Good Conduct elaborated and operational. Behaviours of actors in the sector	ARMP	PO/POD TB			
Draft and implementing an Integrity Pact by all stakeholders of the sector	Relationship between private and public sectors harmonised and cleansed of any suspicion	Integrity pact existing and applied	MINMAP	Government Economic operators			
Develop an electronic method of awarding contracts: e-submission, e-contracts	Vulnerability of actors reduced, limitation of exposure to corruption opportunities	Computer- managed software operational	MINMAP	Government, economic operators, technical and financial partners, Civil Society Organisations			
Disseminate and popularising public contracts regulatory instruments	Documentation and information rendered accessible to the parties involved	Website and interactivity of data bases created, Reduction of documentation access cost	MINMAP/ MINEPAT	ARMP PO/POD/ Managers/ TB/ Economic operators			
Regular change of TB chairpersons and members	Possible networks dismantled	Frequency of staff movement through appointments	MINMAP	Project Owner, Project Owner Delegates			
Systematic online publication of all calls for tender	Access to competition simplified	Number of online calls for tender, number of tender calls still managed manually	MINMAP	ARMP TB PO /POD			
Enact a law on the information access of all actors	Access to information open to all	Law enacted and implemented	MINMAP	Parliament, Government, ARMP, CSO			
Review instruments relating to the functioning of TBs	Malfunctions identified and eliminated	Number of claims and denunciations	MINMAP	ARMP PO, POD, TB			
Reduce deadlines and procedures of handling tender's files	Files handled speedily and bottlenecks identified	Deadlines of tender files	MINMAP	ARMP PO /POD TB Economic operators, Managers			

National Anti-Corruption Strategy (2022-2026)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Increase the volume of locally managed PIB allocations	Ministerial tender boards decongested, PIB credits allocated to regions increased by 10% per year for 5 years	PIB credit consumption rate	Head of Government	MINEPAT MINFI Ministers and Vote holders			
Implant the quality approach within ARMP and TBs	Contracts awarded to the best bidder. At least 80% service providers satisfied after 5 years	Number of abandoned or poorly executed projects. Quality of infrastructures	ANOR	ARMP PO /POD Vote holders, Economic operators			
Optimise the functioning of TB	Quality of services improved	Number of ISO 9001 quality control certificates or other attributed quality systems	ANOR/ CONAC	ARMP PO POD TB			
Establish and making operational a permanent mechanism for detecting fraud in the public contracts system	Fraud detected on time and mitigation measures taken to stop it. Independent mechanism put in place and functional	Type and number of frauds identified	MINMAP	National Institute of Statistics (INS), ARMP, PO /POD, Vote holders, Civil Society Organisations			
Establish and making operational second assessment committees for results of sub commissions for analysis	Laxity and compromise of members of subcommittees for analysis are reduced	Number of counter assessments done	ARMP	Po/POD, TB, Vote holders, Bidders, CSO			
Evaluate transparency and objectivity in the publication of results of call for tender	Impartial and credible contract awarding system	Number of claims received	CONAC ARMP MINMAP	PO, POD TB Vote holders, bidders			
Set standards of integrity and professional skills for TB members	Impartial and credible contract awarding system, Skill profile defined and respected, Moral inquiry done on State Agents eligible for TB	Standards for integrity and competence. Number of morality inquiries carried out	MINMAP	PO /POD CONAC ARMP Vote holders CSO Study firms			
Reduce the discretionary power of PO/POD on decisions relating to contract award	Not much contested results published by TBs	Number of protest requests	MINMAP	Vote holders, Bidders, TB, CSO			

National Anti-Corruption Strategy (2022-2026)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Increase the number of stakeholders in the fight against corruption involved in the implementation of PIB and public contracts	Critical mass of positive actors progressively established	Number of associations, persons involved in the fight against corruption in the sector	CONAC ARMP MINMAP	ARMP PO/POD Vote holders TB Economic operators, Public contract Authority			
Improve the involvement of beneficiary populations in monitoring the execution of public infrastructure construction works	Public infrastructure construction works better executed, and better appropriation by local population	Number of local committees for PIB monitoring set up and operational, Number of abandoned public contracts	ARMP Head of Government	CSO, CONAC MINFI			

Strategic axis 2: Education (Help all stakeholders to be aware of the criminal aspect of corruption)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Build the capacities of actors of the fight against corruption	Actors better equipped to detect and manage acts of corruption	Number and type of training offered Number of persons trained	National Anti-Corruption Commission (CONAC)	Anti-corruption institutions (ACI PO/POD ARMP, TB, Private sector			
Intensify sensitisation on corruption and consequences	Thematic programmes developed and broadcast over the media	Number of themes elaborated, Number of programmes broadcast, Number of awareness campaigns	CONAC	Anti-corruption institutions, MEDIA/CSO			
Train bidders on strict standards of integrity	Bribery and kickbacks are reduced and eliminated progressively	Number trainings on ethics and integrity in the public contract sector	CONAC	MINEPAT ARMP, PO/POD Vote holders, TB, Economic operators			
Design and popularise Codes of Ethics for PO/POD, TB and technical commission members	Probity and integrity increasing within public contracts processes	Codes of ethics existing, Number of behavioural drifts by actors in the sector	MINMAP ARMP	MINEPAT, PO/POD, Vote holders, TB, Economic operators, CSO			

National Anti-Corruption Strategy (2022-2026)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Support the appropriation of international anti-corruption instruments	National and international anti-corruption instruments appropriated	Number of training sessions, Number of actors educated on anti-corruption device and instruments	CONAC MINMAP MINEPAT	ARMP, PO/POD, Vote holders, TB, Economic operators			

Strategic axis 3: Conditions (Improve the working conditions of State employees involved in handling public contracts)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Allocate TBs with appropriate human, material and financial resources	Updated contracts award system. Competent and honest staff appointed, Adapted facilities provided	Number of TB senior staff Frequency of payment of bonuses	MINMAP	PM Finance committee of the Parliament MINEPAT MINFI ARMP, PO/POD, Sector Ministries			
Simplify the constitution of tender files (TF)	Elimination of unnecessary documents	Number of documents in tender files Number of complaints	MINMAP	MINEPAT ARMP, PO/POD, Vote holders, CSO			
Reduce deadlines and stages in the treatment of tender files	Cases of late submissions and queuing reduced, and even eradicated, Obscure transactions reduced	Tender file treatment deadlines	MINMAP	MINEPAT ARMP, PO/POD Vote holders, Bidders			
Reduce control exerted by PO and POD on TBs	TB deliberations considered during contract award	Numbers of claims to the TB	MINMAP	ARMP MINEPAT Vote holders			
Reduce over-representation of the administration within TBs	Public - private parity respected within TBs	Composition of TBs	MINMAP	ARMP PO/POD MINEPAT Vote holders CSO			

Strategic axis 4: Incentives (Design an efficient and rewarding system for each type of actors)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Reward informants, whistleblowers and witnesses	Adopting a law to reward whistleblowers	Number of denunciations treated, Amount of rewards paid	CONAC	Anti-corruption institutions, Citizens			
Promote good practices within TBs, PO/POD and economic operators	Encouraged ethical and patriotic behaviours within the stakeholders	Number of denunciations treated, Behaviour of the stakeholders	ARMP MINEPAT	MINEPAT; MINFI; ARMP CONAC; TB			
Publish well executed projects	Enterprises and citizens identified and rewarded	Catalogue of best achievements and enterprises	CONAC National Anti-Corruption coalition (CNLCC); MINMAP	All Ministries, Public organs, ARMP, PO/POD Vote holders, CSO/MEDIA, PIB execution follow up committees			
Highlight probity within TBs	Honest TBs are acknowledged	Number of TBs identified	CONAC; CNLCC; MINMAP; ANOR	ANOR; ARMP CSO, Consultants			
Reward honest State employees	Honesty inspired and given more value	Number of persons rewarded	Public contract Authority CNLCC	PO/POD Vote holders TB; Bidders			

Strategic axis 5: Sanction (Systematic punishment of every act of corruption in the public contracts sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Cancel any contract whose conclusions breach regulations	Predispositions to corruption reduced	Number of contracts cancelled	MINMAP ARMP Courts	ARMP PO/POD Vote holders, Economic Operators			
Confiscate in favour of the State every product of corruption in the Public Contracts sector	Acts of corruption in the public contracts sector reduced, and even eradicated	Number and value of property confiscated	Minister of Justice, Courts	Courts, Bailiffs, Notaries, Lawyers, MINDCAF, MINFI			
Combine administrative and legal sanctions to raise sanctions on corruption	Discourage acts of corruption in the public contracts sector	Number of administrative and criminal sanctions, Number of persons or enterprises sanctioned for corruption	MINMAP MINJUSTICE Budgetary and Financial Disciplinary Board	CONAC, NAFI CONSUPE			

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-	2025-	2035
Draw up a national directory and publishing names of corrupt persons on the media	Reduced inclination to corruption	Names of persons found guilty of corrupt acts published	MINMAP ARMP	MINCOM, Media PO/POD Vote holders Anti-corruption institutions				
Inflict sanctions of disqualification, forfeitures or suspensions on dubious and corrupt bidders	Reduced inclination to corruption	Number of forfeitures Number of administrative and legal sanctions	MINJUSTICE, Courts, CDBT	Notaries PO/POD Vote holders, TB				
Set up an efficient body to protect whistleblowers	Whistleblowing encouraged and protected	Number of denunciations, Number of whistleblowers threatened	CONAC DGSN SED	MINJUSTICE, Courts Parliament				
Rigorous application of the criminal procedure code	More credible justice	Number of legal sanctions, Trial deadline	MINJUSTICE, Courts, CDBF	CONAC CONSUPE, NAFI				
Set up an efficient mechanism for appeals and treatment of complaints	Litigations in the process of invitation to tender better worked out	Number of recourses	ARMP, CONAC	PO/POD Vote holders, Bidders Independent Observers Civil Society Organisations				
Create and operate civil committees to follow-up acts of corruption in the public contracts sector	Public investment well monitored therefore well executed	Numbers of committees created and operational	MINFI ARMP	CSO Local decentralised Authorities				

3.5. ACTORS TO IMPLEMENT THE STRATEGY

Sector	Category of actors		
	Leaders	Middlemen	Beneficiaries
Public Contracts	MINMAP, Contract Award Service, Project Owners, Project Owner Delegates, Anti-corruption Institutions, Private Sector, MINJUSTICE, Courts	Tender's Boards, Civil Society Organisations, Media, Consulting and Study Firms	Technical sub-committee for bids analysis, Technical and Development partners, Opinion leaders, Project beneficiary population.

CHAPTER 4

ANTI-CORRUPTION STRATEGY FOR THE PRIVATE SECTOR

4.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE PRIVATE SECTOR PILLAR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • The practice of “general envelop” during tax control operations • Gifts offered by economic operators when senior officials are appointed to public duties • Financial pressures exerted by businessmen in order to block procedures (distortion of facts, delays in drawing up technical reports, etc.) • Calculated messages of appreciations intended to draw the attention of a public agent • Bribes given to public agents and members of public contract award commissions to solicit various “services” • Sale of purchase orders • “Modifications” of calls for tenders • Endorsement and payment of invoices on fictitious contacts • Falsification of technical reports of boards and technical sub-commissions, etc. • Fake customs declaration and subsequent payments for services thereof (in cash or kind) • Collusion between smugglers and customs officers • Tax evasion in complicity with tax officers • Capital flight in complicity with economic operators • Money laundering in transactions • Drop in tax and customs revenues despite an increase in tax base • High number of financial and commercial disputes in taxation offices and courts • Expensive life style of tax officials, as unjustified by their official revenues, especially officials in charge of the tax base, recovery and control of SME/SMIs and big enterprises 	<ul style="list-style-type: none"> • Low level of patriotism on the part of taxpayers • Generalised impunity in the Cameroonian society • Continuously dwindling spirit of probity and integrity by some senior officials, public agents and economic operators • Ignorance of the law and administrative procedures by taxpayers and users • Legal gaps in the tax and customs law • Use of contestable legal systems that take advantage of the legal gaps in tax laws • Poor use of new technology and liberalisation of capital control for mobility of wealth; • Lack of rigour and objectivity in the recruitment and management of finance personnel • Complex administrative procedures • Non or insufficient computerisation of administrative procedures • Demotivation of finance personnel • Growing want of patriotism in tax payments by tax payers • Bottlenecks created by public agents to force tax payers and users to “do something” • Overassessment, for egoistic purposes, in tax recovery notifications • Widespread quest to acquire riches at all cost; • Influence, nepotism and co-optation in appointments to posts of responsibility • Helplessness of taxpayers and users face with breaches by State agents • Non application of some existing laws due to lack of texts of application • Ignorance of texts in force • Exploitative attitude of some State and private employees who render no service except they are paid for • Low mastery by magistrates of provisions of international instruments like the CIMA, OHADA Codes, etc., leading to contested court judgments • Lack of magistrates trained in financial and economic disputes • Presence of dishonest magistrates who deliver unfair judgments • The very strong transaction power given to tax authorities, etc.

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Private	Corruption Intensity: 6.31 points on 10
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A slight change has been recorded in the Private Sector, especially ever since GECAM signed a partnership agreement with CONAC on 19 November 2014 to jointly fight against corruption in their various capacities. Coupled with the technical support of CONAC, the private Sector has also set up the Business Coalition Against Corruption (BCGG) which later on became the Business Coalition for Good Governance (BCGG).

The corruption index therefore dropped from 6.83 out of 10 points in 2010 to 6.31 out of 10 points in 2015.

4.2. ANALYSIS OF THE ANTI-CORRUPTION DRIVE CARRIED OUT BY THE PRIVATE SECTOR PILLAR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • High prevalence of informal transactions in the private sector • Low mastery of offshore economy by State agents • Preference, by some economic operators, of manual procedures which make them be able to circumvent laws and favour corruption • Low reliability of computer systems which create room for manipulations and lead to corruption • Goods trucks and containers can be traced only up to Kenzou (for the Douala – Bangui corridor) and up to Kousserie (for the Douala – Ndjama corridor). Beyond these customs posts situated on the borders of the Country, these goods trucks can no longer be traced • Lack of a technical and computerised platform linking the various tax recovery administrations • Geographic dispersion of technical services charged with issuance of documents (insurance, authorisations, licences, tax receipts, etc.) • Some texts (laws and regulations) are not adapted to the business environment within the framework of commercial operations (especially ITO texts relating to APE economic partnership agreements) • Absence of or low implementation level of procedure manuals and user guides even when they exist, they are not popularised • Appointment to posts of responsibility without considering career profile, competence and merit. This weakens and paralyzes the whole chain or system • Lack of systematisation of regular refresher courses and capacity-building programmes, which paralyzes the system • Too large opening for interpretation of texts accorded to tax authorities, thereby giving room for various types of abuses. 	<ul style="list-style-type: none"> • Availability of a Government Anti-corruption action plan • Existence of Anti-Corruption Institutions (CONAC, NAFL, Anti-Corruption Units) • Provisions of the Penal Code which punishes corruption and similar offences • Drawing up, popularizing and implementing a Code of Ethics by GECAM within enterprises • Membership and representation of professional organisations within anti-corruption institutions (Anti-Corruption Units, BCGG, etc.) • Organisation of fraud, illicit trade and counterfeiting suppression campaigns by the private sector • Setting up of the Business Coalition against Corruption (BCGG) by the Private Sector • Signature of partnership agreements between CONAC and professional organisations of the private Sector, to fight against corruption, etc.

4.3. ANALYSIS OF THE CHALLENGES OF THE ANTI-CORRUPTION DRIVE IN THE PRIVATE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • An incorruptible and honest private sector • A private sector that is confident of its consumers • A private sector that contributes to national growth 	<ul style="list-style-type: none"> • An incorruptible and impartial judicial system • A private sector with more formal rather

<ul style="list-style-type: none"> • Brand image of the country is boosted • Improvement of State revenue recovery • The private sector renders quality and affordable services • The Cameroon economy is more competitive both at the sub-regional and international levels • The Cameroon economy attracts more direct foreign investments (DFI) that create jobs and wealth 	<p>than informal economy orientations</p> <ul style="list-style-type: none"> • Declared political commitment to improve the quality of services in administrations • A private sector that is conscious of the devastations of corruption in the business world • Effective control agencies
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4.4. ANTI-CORRUPTION ACTION PLANS IN THE PRIVATE SECTOR

The plan of actions drawn up to improve the Private Sector hinges on the vision of the Ad hoc Committee set up to develop the National Anti-Corruption Strategy (NACS), as well as the occurrences and causes of corruption cited above.

The objective for the development of the Private Sector is based on the following strategic orientations:

Strategic Objectives:

Strategic objective 1: To reduce significantly deeds and practices of corruption and similar offences within the Private Sector.

Strategic objective 2: To further support the implication of the Private Sector in State decision-making in relevant domains.

Strategic objective 3: To protect enterprises against reprisals in the anti-corruption drive.

Applied simultaneously, these actions will further mobilise the Private Sector to encourage ethics, integrity, and even protect enterprises against threats, thereby reducing the practice of corruption and similar offences in the Private Sector by the year 2035.

Strategic axis 1: Prevention (Build the capacity of the Private Sector in the domain of public contracts)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Draw up and implement Codes of Ethics and Integrity Pacts in the private sector	Honesty is encouraged	Codes of Ethics Pacts of Integrity Number of enterprises that implement these documents	Entrepreneurs BCGG	CONAC Heads of professional groups, Trade Unions. Consumer organisations			
Encourage enterprises that show proof of integrity	Best practices are disseminated in the sector	Number of enterprises identified Number of employees rewarded	Heads of professional groups (GECAM, MECAM, SYNDUSTRICAM etc.)	CONAC Ministry of Trade ANOR Consumer organisations			
Computerise the public contract system	Grounds for competition are levelled and service costs improved Corruption is eliminated in the public contract system	Software and hardware Number of petitions and litigations	Heads of professional groups (GECAM, MECAM, SYNDUSTRICAM etc.)	ARMP Enterprises Ministries concerned TFP			
Update, popularise and circulate texts governing public contracts	Texts conform to international standards and better known by actors of the private sector	Subsequent laws and texts	ARMP BCGG Trade Unions in the private sector	Professional groups Ministries concerned TFP			
Advocate the review of texts relating to the setting up and functioning of Contracts Award Commissions	Corruption opportunities are checked and eliminated	Texts available	Heads of professional groups	ARMP Ministries concerned TFP			
Adopt a strong anti-corruption policy within enterprises (ISO 37 001 Standard)	Reduction of corruption practices within enterprises	Anti-corruption management systems in place	BCGG Entrepreneurs	CONAC ANOR			
Put in place compliance systems within enterprises	Drifts and corruption risks reduced	Compliance systems	BCGG Entrepreneurs	CONAC ANOR			
Advocate a more progressive and effective tax policy	Taxes do not stifle enterprises but enable them to grow	Taxation Code	Heads of professional groups	MINFI CSO			
Advocate the adoption and promulgation of the draft law on corruption in Cameroon	Public agents protect enterprises against swindling	The anti-corruption law	Heads of professional groups	CONAC CSO Media			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Trigger the implementation of article 66 of the 18 January 1996 Constitution relating to the declaration of assets and property	Better follow-up of the acquisition of assets and property	Commission for the declaration of assets and property operational	BCGG CONAC	TFP CSO Media			

Strategic axis 2: Education (Strengthen the capacity of the formal economy and encourage probity within enterprises)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Sensitise entrepreneurs and personnel on compliance with integrity pacts and ethics codes of their individual professions	Healthy competition between enterprises observed Probity behaviours encouraged	Number of enterprises that comply with the values of the integrity pact and ethics code	Entrepreneurs Heads of professional groups	CONAC Trade Unions Professional groups Consumer associations BCGG			
Reinforce the professional skills of enterprises in the fight against corruption	Corruption better fought within enterprises	Number of personnel trained Number of training sessions organised	Entrepreneurs BCGG	CONAC Professional associations Trade Unions			
Encourage expertise in structural inadequacy detection that may lead to corruption in the private sector	Structures better prepared to fight against corruption	Number of experts trained	Entrepreneurs	CONAC Professional associations Trade Unions Professional training centres			
Sensitise stakeholders of the private sector on the use of information and communication tools to tract internal and external fraud	Enterprise performance assured	New Technology is mastered and used in the fight against corruption	Entrepreneurs	Professional groups TFP Ministries (Higher and professional education), Professional training centres			
Train informal economy actors to create and manage healthy enterprises	Actors of the informal economy trained to create and manage healthy enterprises	Number of trained actors of the informal economy	Heads of professional groups	Trade Unions Professional training centres Entrepreneurs			
Include integrity education in the training programmes of professional schools	Integrity practices by economic operators	Number of training hours on integrity education	Professional training schools	CONAC Professional groups TFP			

Strategic axis 3: Conditions (Reinforce mechanisms to protect enterprises against reprisals in the anti-corruption drive)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Advocate and contribute to implement a mechanism to protect enterprises that denounce acts of corruption	Cases of reprisals reduced and even non-existent	Number of corruption acts denounced Number of cases of reprisals	Heads of professional groups	Anti-corruption Institutions (CONAC, NAFI, ACUs in Ministries) Trade Unions Consumer associations			
Computerise the commercial transaction chain (Taxation, Customs, Treasury, Operators, etc.)	Corruption opportunities reduced	Computer system	Ministry of Trade	MINFI CCIMA			
Institute a more flexible mode of payment	Pressures relating to payment of dues reduced	Special payment counters	MINFI	Professional groups CCIMA			
Participate in protecting the platform between administrations and the computer systems of enterprises	Connection between this platform and the internal computer systems of enterprises guaranteed	Fewer cases of malfunctions	Entrepreneurs in the private sector	MINFI MINPOSTEL CENADI			
Improve the remuneration conditions of State agents	Agents less vulnerable	Number of corruption cases	The Prime Minister	MINFI			
Improve the working conditions of State agents	Tendency to influence economic operators reduced	Number of corruption cases	The Prime Minister	MINFI			

Strategic axis 4: Incentives (Put in place a mechanism to encourage probity and integrity in private sector enterprise)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Identify and award prizes to enterprises that comply with their integrity Pacts and codes of ethics	Compliant enterprises known nationwide and worldwide	Number of enterprises identified	CONAC	Professional groups, Trade Unions, Consumer associations			
Award prizes to honest public agents based on professional acts of integrity in the private sector (e.g. counterfeit goods seized, public contracts awarded and delivered, etc.)	Acts of integrity detected in the private sector	Number and magnitude of prizes awarded	CONAC	ANOR Professional groups, Trade Unions, Consumer associations			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Give preference to merit and competence in appointments to posts of responsibility	Only competent agents occupy posts of responsibility	Effective and good quality service	Prime Minister	Public and semi-public administrations			
Contribute to the incentive mechanism for the inclusion of the informal economy in the private sector	The formal sector further developed and occurrences of bribery and corruption reduced	Number of occurrences of bribery and corruption identified	Heads of professional groups	CSO Ministries in charge of professional training Actors of the informal sector			
Reward and valorise honest enterprises and organisations by conferring to them a Probity Label	Value attached to integrity and healthy competition created	Number of enterprises and organisations the integrity label is conferred to	CONAC	GECAM BCGG Trade Unions in the private sector			

Strategic axis 5: Sanction (Reinforce internal control mechanisms of acts of corruption within the private sector)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Advocate the rigorous implementation of the Criminal Procedure Code	Severe and systematic punishment of acts of corruption	Code is applied in its entirety	Heads of professional groups	ACCIs (CONAC, NAFI) Entrepreneurs Media			
Inflict both administrative and legal sanctions on suspects of corruption offences	Price paid for corruption very high and dissuades from such desires	Number of persons and enterprises sanctioned	Presidents of Courts	Professional groups			
Publish the names of enterprises that practice bribery and corruption	Bribery and corruption reduced	List of corrupt enterprises and persons	Heads of professional groups	CONAC, NAFI, ARMP, MINCOM, Media, Consumer associations			
Accompany legal sanctions with systematic seizure of property whose origin cannot be justified	Assets and services derived from corruption seized and the State recovers its property.	Number and quality of property seized	Presidents of Courts	CONAC, DGSN, SED, NAFI, CONSUPE			

4.5. ACTORS TO MOBILISE

- Professional Groups (GECAM, MECAM, SYNDUSTRICAM, ECAM, OPSTAC etc.)
- Trade Unions (Transport, Education, Health, CSTC, etc.)
- Consumer Associations (FECOC, etc.)
- Professional Associations (Associations of Civil Engineers, Doctors, Bar Council, etc.)
- Sector-based Ministries with a view to implementing the Growth and Employment Strategy Paper and Vision 2035
- ACIs (CONAC, NAFI)
- CSOs (CONAC, TI, INC, Justice and Peace, etc.)
- TFP (CHOC, PASOC, DED, etc.)

CHAPTER 5

ANTI-CORRUPTION STRATEGY FOR REGIONAL AND LOCAL AUTHORITIES (RLA)

5.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN RLAs

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Political, sociological and other pressure for the election of council officials • Some mayors tend to sideline their collaborators in the management of council affairs • Interference by civil servants from central services in the management of the RLA • Poor information circulation • Selective transfer of powers • Pressure from the supervising administration on local Council officials • Insubordination of the local council officials to instructions from supervising authority • Difficult access to transferred resources • Collection of taxes by intermediary tax collectors without corresponding receipts • Production of counterfeited receipt slips with counterfeited signatures • Nonpayment to the coffers of taxes collected by council employees • Creation of fictitious taxes • Illegal collection of the same tax by different agents from the same administration or from different administrations • Donations in cash and/or kind to the council officials • Violation of secret or confidentiality for self-profit • Bribery for services to be rendered; • Contracting authority or members of the Tender's Boards (TB) are all rather business minded instead of service • Influence peddling of politicians, elite or supervising authorities • Fictitious deliveries • Contracts paid several times without supply of paid services • Illegal contracts splitting • Nepotism (preference granted to family 	<ul style="list-style-type: none"> • Most council officials want to cling to their duty posts • Quest for "juicy posts" by secretary generals of councils appointed by administrative supervising authorities • Lack of adequate qualifications by some Mayors • Desire for enrichment at all cost • Longing to get back sums used for buying of duty posts • Non-respect of the general interest (lack of ethics and integrity) • Difficulties encountered in the deposits of DGF by the Government Delegates to the Mayors • Low purchasing power of voters, which makes them to easily accept tips • Irregular payment of wages and the non-registration of council agents with the National Insurance Fund • Lack of ethical and professional reference, • Lack of career profile for council workers • Lack of integrity for actors of decentralisation • Shortcomings in the Public Contracts Code • Low operating budgets for Tender Boards • Weak negotiation power of bidders • Generalised bad practices • Self-interest by some actors in the decentralisation process • Penchant for easy money, lure for profit and megalomania • Separation of the actors involved in the public contracts process • Multiplicity of the actors involved in the public contract system • Abuse of discretionary power by project owners • Poor governance by public and private institutions • Insider dealing (members of TBs or those of subcommittees of analysis are directly or indirectly involved in the execution of contracts) • Collusion between service providers to rig competition • Late and/or incomplete reporting by Budget officers • Lack of social and local accountability of contracting authorities

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> members by the contracting authority) • Favoritism (preference by the contracting authority to relatives and friends) • Electoral blackmailing • Reception of orders non-compliant with contract specifications • Abandonment of already financed construction works • Egocentric council investment planning • Various over-billings 	<ul style="list-style-type: none"> • Job insecurity and excessive resort to recruitment of voluntary staff • Lenience and lack of sanctions against dishonest agents • Users fear to denounce dubious council agents

The non-exhaustive list of the abovementioned manifestations sufficiently proves that corruption is a real threat to the country’s development since it seriously affects the local council institution on which public authorities greatly rely in bringing to the population alternative solutions to problems that the central administration cannot bring because of its distance and large burden.

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION WITHIN THE SECTOR

Sector: Regional and Local Authorities (RLA)	Intensity of corruption: 5.49 points on 10
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The rate of corruption in this sector seems to have dropped to 5.49 points out of 10, as compared to 2010 when it was assessed at 6.81 out of 10 points. This slight drop, caused by joint efforts of the government, the private sector and Civil Society Organisations, does not in any way mean corrupt practices do not persist. Undeniably, the issue of insufficient remuneration often decried by locally elected officials as root-cause for bribery and other corrupt practices noted in RLAs is currently being solved with the promulgation of the decree on the remuneration of council senior officials, even though the issue of qualified RLA personnel is yet to be looked into.

As of 2015, deadline for complete transfer of powers and resources by Ministries to RLAs, the transfer rate still stood at 67%, thus below Government expectations. Evidently, this is a display of resistance by central administrative services to transfer resources and powers to RLAs.

5.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN RLAs

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Selfish interests and political pressures in the allocation of resources to RLAs • Prevalence of appointed personalities over locally elected officials • Absence of detailed planning for the transfer of powers and resources • Poor strategic and managerial skills of some RLA officials • Lack of communication and sensitisation policies of the RLAs • Partiality during audits (complicity between supervising officials and those of RLAs) • Administrative authorities cling to privileged positions and are recalcitrant to change • Poor appropriation by beneficiaries of transferred powers • Predominance of the role played by the administrative authority in the election of local councilors and executive officials • Lack of a follow-up system of the TPR 	<ul style="list-style-type: none"> • Setting up of the National Council for Decentralisation chaired by the Prime Minister • Locally elected persons strongly resistant to the abuse of authority of their hierarchy • Existence of the Strategic Guidelines Paper on the implementation of Decentralisation of 2006 of MINAT • Former high-ranking civil servants or former managers of large-scale corporations are heading some councils • Unexpected control missions led by anti-corruption institutions • Survival of the efficiency of the former system of denunciation by anonymous letters or not • Permanent control by citizens from the Civil Society Organisations and denunciation by populations and voters • Numerous seminars and Workshops organised by the Government, Civil Society Organisations and donors • Existence of functioning Inter-ministerial Committee of Local Services

DIFFICULTIES	FAVOURABLE FACTORS
<p>(transfer of powers and resources)</p> <ul style="list-style-type: none"> • Lack of synergy between the different actors involved in the fight against corruption at the sectoral level • Deep poverty and State agents vulnerability towards corruption • Lure for profit by stakeholders in the contracts award system • Mimesis and snobbery by State personnel • Impunity due to complicities and connivances • Low degree of awareness concerning the corruption phenomenon • Bad practice embedded in habits • Centralisation of decision powers on the contracting authority • Strong interference of the political power and administration in the management of local affairs • Resistance by some administrations to transfer financial resources • High implementation technical and economic decentralisation cost • Low degree of coordination and supervision of RLAs by competent hierarchical structures • Social environment plagued by misery and poverty • Some actors both from the central and external services are products of corruption • Impotence of officials of ministerial Anti-Corruption Units due to their subordinate position to their hierarchy • Lack of incentive mechanisms for honest workers • Users insufficiently aware of their rights and duties • Multiple administrations involved in tax collection • Persistence of subcontracting of local tax collection in spite of the banning by the laws in force • Lack of preparation and competence from officials of the LC to efficiently make use of the powers transferred to them • Absence of anti-corruption structures the RLAs • Strategic and operational incapacity of the Trade Unions of council workers • Late signature of documents specifying the optimal use of transferred resources 	<ul style="list-style-type: none"> • Consolidating Policy of the economic power and job creation clearly defined in the SND30 • Proven cases of corruption punished by ARMP and Courts • Existence of a complete legal arsenal (laws on decentralisation) • Exposure of identified corrupt individuals and practices in the media • Anti-corruption drive (Operation Sparrow Hawk) proving that no one is above the law • Local elections aimed at renewing managing teams and reviewing old practices • Complementary instruments on decentralisation under preparation • Independent observers report irregularities to ARMP which is empowered to cancel contracts tainted with corruption • Strong criticism of irregularities by political parties not represented at the Municipal Council • Existence of corrective measures for RLAs that feel cheated in the distribution of resources and projects • Increase of State budgetary resources and general allocations for decentralisation • Desire to set up a real local public service (SND30) • Ongoing restructuring of Anti-Corruption Units in Ministries • Transparency and equity to guide some RLA managers • Instruments are being drafted to harmonise the local tax system • Existence of support from government institutions, international technical cooperation and the Civil Society Organisations for the capacity-building of RLA management • Creation of Elections Cameroon arousing real hopes of transparency and impartiality • Increased public vigilance making it difficult for corrupt individuals to hide the proceeds of corruption • Existence of a political will to fight corruption • Involvement of the Civil Society Organisations in the fight against corruption • Administrative procedures manuals being generalised • Existence of the Council staff status • Regular payment of salaries to local employees • Continuous sensitisation of budget managers on the necessity to curb corruption • Creation of CSOs specialised at the local level in the follow-up of the execution of public contracts

5.3. ANTI-CORRUPTION CHALLENGES IN RLAs

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Drop in the financial resources of Regional and Local Authorities (RLA) • Threat on local sustainable Development • Spread of bad practices • Increase in the political and social influence of the “mushroom millionaire ” • Loss of the competitive capacities of domestic enterprises • Negative impact of the internal and external image of the country • General interest sacrificed for individual enrichment • Deterioration of working conditions • Generalisation of poverty, unemployment, job insecurity and threats to public order and social harmony • Increase in the cost of investment projects and opportunity costs • Incapacity to reduce poverty and achieve the development goals • Poor investment quality • Personal ambitions placed over general interest • Loss of attraction before decentralised international cooperation • Risk of reversibility and survival of the old order in case of failure, and loss of credibility of public authorities • 	<ul style="list-style-type: none"> • Identify and punish persons guilty of wasting and embezzling resources allocated to investment programmes and projects or to the functioning of RLAs • Strengthen vigilance and denunciation of individuals with dubious attitudes • Strict application of rules concerning public procurement in RLAs • Adopt and apply the Code of Ethics • Systematise revenue declaration • Reset and build the leadership and management capacities of RLA senior officials • Create directories of suppliers for RLAs based on performance and integrity • Make good local governance a topic of prime importance • Reinstigate civic and moral training and promote republican values • Increase budgetary allocations for the construction and equipment of premises hosting local services • Ensure the efficient management of resources, planning and equitable redistribution of generated revenue • Ensure the maturation of investment projects and set up control and suppression mechanisms of transaction costs • Increase the invulnerability of the contracts system while resolutely fighting against corruption opportunities • Highlight and deepen public-private partnership • Develop a communication system based on patriotic messages and civic behaviour • Protect the public investment process from illegal levies due to corruption • Resort to progressive and exemplary sanctions to Discourage attempts to corruption • Reduce the impact of corruption in order to release resources for the creation of jobs and the redistribution of income

5.4. STRATEGIC ANTI-CORRUPTION PLAN OF ACTIONS FOR THE RLA SECTOR

Strategic Objectives:

Strategic Objective 1: Prevent corruption from compromising the efficiency of RLAs.

Strategic Objective 2: Integrity and competence are the main conditions for electing local officials.

Strategic axis 1: Prevention (Corruption is better detected and the instruments used in this fight adequately adapted)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institute an accountability system	Mayors answerable to their voters	Number of arrests of and sanctions against council officials	Municipal or Urban Council Committee	CSOs; Voters Control and audit institutions			
Increase the autonomy of RLAs by reducing the weight of the supervisory institution	RLAs become really autonomous	Number of complaints and conflicts between the central administration and RLAs	MINAT Sector-based Ministries	ELECAM, Chair persons of political parties, Administrative authorities			
Dematerialise administrative procedures	Contacts between local services reduced, thereby reducing corruption opportunities	Number of dematerialised procedures	Council Executive officials	Councilors, Council workers			
Increase the accountability of leaders at all levels	Transferred resources and powers better managed	Number of management complaints	National Council for Decentralisation, Council officials	MINAT Sector-based Ministries; RLA			
Set deadlines for treatment of files and reduce administrative bottlenecks	Services are rendered diligently in RLAs	Number of files treated on time, Number of reproaches from users	Mayors Council officials	Council workers Technical and administrative services of RLAs			
Build the capacities of local representatives, council executive authorities and RLA staff	Greater managerial efficiency in RLAs	Number of local staff trained in management, Number and type of training received	Mayors, Council Officials	Councilors, Council Agents, Council internal services			
Sensitise population on harmful effects of corruption	General awareness becomes a reality and no longer a slogan	Quality and quantity of messages adopted and disseminated	CONAC CNLCC Mayors	RLA; Media CSO Population			
Regularly renew chairpersons and members of TBs	Mafia networks dismantled and compromised leaders systematically sanctioned	Number of new officials appointed in TBs	MINMAP, Sector Ministries	ARMP MINAT			
Disseminate and popularise manuals and public contracts regulations	Laws and regulations and Contract Code better mastered by actors	Number of instruments distributed	Mayors	ARMP MINAT			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up and make operational a detection and denunciation mechanism of corrupt practices in RLAs	A public control system set up	Number of denunciations received and treated	Council officials, CONAC	Anti-corruption institutions CSO Population			
Draw up ethics and a good governance charters at the local level	Values of ethics and probity specified in RLA internal documents	Number of ethics charters elaborated and implemented	Council officials ANOR	RLA CSO Population			

Strategic axis 2: Education (Make stakeholders be aware of the fact that corruption is a crime and should be fought)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Organise topical seminars on corruption for each category of actors	Greater awareness and responsibility of each targeted group of actors	Number of meeting organised, Number of individuals sensitised	CONAC MINDDEVEL	CONSUPE; NAFI Audit Bench ACU in Ministries			
Introduce the teaching of ethics in the curricula for training RLA personnel	Personnel gain more skills to fight against corruption	Training manuals (schools and universities)	MINDDEVEL	Training school for council management, Teachers			
Adopt a code of professional conduct and a code of ethics for RLA personnel	Good conduct and good practices better instilled in all	Code of professional conduct and code of ethics adopted and operational, Behaviour of personnel	Mayors	Association of Mayors, Cameroon Association of Councils and Cities, Council Workers' Trade Union, MINDDEVEL			
Introduce the issue of corruption on the agenda of every council meeting	Corruption related topics regularly raised and discussed	Quality and number of topics discussed	Mayors	Councillors, Council Personnel			
Endow actors of the RLA public contracts process with instruments governing this activity	Instruments governing public contracts available for all local stakeholders	Number and quality of instruments available Number and type of drifts due to non-mastery of instruments	Mayors MINDDEVEL	ARMP, TBs Members, Sector Trade Unions			

Strategic axis 3: Conditions (Create more favourable working conditions to make actors less vulnerable to corruption)

Strategic actions	Expected results	Indicators	Implementing authority	Actors involved	2022	2022-2025	2025-2035
Ensure rational functioning of council services	Bottlenecks reduced	Number of complaints on the quality of services rendered by RLAs	Interministerial committee of local services, MINDDEVEL	Mayors, Council staff			
Provide RLAs with appropriate human, financial, physical and logistic resources	Working environment and conditions improved	Number and type of complaints on the quality of services rendered by RLAs, RLA staff assiduity	MINDDEVEL Public Service	MINFI MINEPAT Mayors FEICOM, PNDP			
Draw up programmable development plans for the council	RLAs have a programming instrument as guide	Development plans	PNDP	Mayors CSO			
Consolidate management control measures of resources allocated or produced by RLAs	Losses cause by corruption and other institutional shortcomings reduced	Number of control missions carried out	Audit and control institutions, Mayors	MINAT and MINFI Control brigades, SG of RLAs Anti-corruption institutions			
Consolidate management control measures of resources allocated or produced by RLAs	Losses cause by corruption and other institutional shortcomings reduced	Number of control missions carried out	Audit and control institutions, Mayors, MINDDEVEL	MINDDEVEL And MINFI, Control brigades, SG of RLAs Anti-corruption institutions			

Strategic axis 4: Incentive (Develop an efficient and motivating system to every group of actors)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up an evaluation mechanism to reward merit and integrity of personnel and RLA officials	Skill and integrity of personnel promoted	Evaluation mechanism created, Rank and number of persons rewarded	MINDDEVEL	Mayors Civil Society Organisations			

National Anti-Corruption Strategy (2022-2026)

Implement personnel promotion and advancement criteria	Personnel career is effective	Number of advancements and promotions	Mayors	MINDDEVEL Secretaries general of councils			
Adopt a grid for salaries, bonuses and allowances basing on cost of living	Personnel vulnerability to corruption reduced	Salary and allowance grid	MINDDEVEL	MINFI Mayors Secretaries general of councils			
Institute a National Integrity Day for RLA personnel to celebrate	Personnel is motivated to adopt honest behaviour	National Integrity Day	MINDDEVEL	Mayors Civil Society Organisations			

Strategic axis 5: Sanctions (Stop impunity through the efficiency and the culture of sanctions)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematic clamp down on all proven corruption cases	Corruption reduces in RLAs	Number of administrative and legal sanctions taken on cases of corruption	Mayors	Anti-corruption institutions, Courts, Informants			
Create a directory of identified corrupt persons in and out of RLAs	Inclination to corruption is discouraged	Directory	CONAC, JUSTICE SED, NAFI, CONSUPE, MINAT	MINDDEVEL, RLA, CSO			
Quickly treat complaints and denunciations and initiate targeted audit and control operations	Feeling of impunity reduced within locally elected officials and RLA personnel	Deadline for treatment of denunciations, Number of administrative and legal sanctions	CONAC JUSTICE SED NAFI CONSUPE	Anti-corruption institutions JPO Mayors MINDDEVEL			
Pronounce sanctions of forfeiture, ineligibility, disqualification against persons guilty of corruption in internal contract procedures	Corrupt practices purged from the local contract award system	Number of cases of forfeiture, disqualification, ineligibility pronounced, Rank of persons concerned	Courts	ARMP, CONAC, JUSTICE SED, NAFI, CONSUPE			

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Cancel all local contracts tainted by corruption	Corruption wiped out of the local contract award system	Number of contracts cancelled	ARMP Project Owners	Independent Observers Tender Boards			

5.5. ACTORS TO IMPLEMENT THE STRATEGY

President of the Republic, Parliament, Prime Minister Head of Government, President of the National Council for Decentralisation, Minister of Territorial Administration, Sectoral Ministers, Economic Operators, Council Executives.	Civil Society Organisations, External public Services Local representatives Media FEICOM Committee of local Interministerial services Technical and Financial Partners	Decentralised Services of Sector- based Technical Ministries Tender Boards Finance Controllers Paymasters General Municipal Treasurers Secretaries General of RLAs
<p>The decentralisation process has reached a concrete step, and the attribution of additional prerogatives to regional and local authorities, through transfer of powers and resources, has contributed so much in reducing the number of actors in the chain, thereby decreasing risks of corruption and embezzlement of resources earmarked for public investment. But efforts still have to be made to strengthen this process at the strategic, legal, economic, Organisational and managerial levels.</p> <p>Among other actors identified, Leaders should ensure they are individually committed to giving fresh impetus to the anti-corruption drive so much so that denounced corruption facts should not multiply with the decentralisation process. The government should continue its efforts of training Mayors.</p>		

CHAPTER 6

ANTI-CORRUPTION STRATEGY FOR THE EDUCATION SECTOR

6.1. CORRUPTION MANIFESTATIONS AND CAUSES IN THE EDUCATION SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Bribery and nepotism in recruitments, promotions, transfers and appointments • Overbilling of payment vouchers. • Malpractices in granting scholarships • Influence peddling • Abuse of authority and function • Misappropriation of institution assets (minimum packages) • Diversion of grants • Sale of marks • Sexual harassment • Sale of test papers • Trafficking in fake diplomas • Falsification and reduction of age • Substitution of candidates in tests and examinations • Hagglng in acceptance to supervise research works • Extortion from candidates during the practical tests • Treatment of candidates' files for official examinations by illegal institutions • Collection of charges for services not rendered (computer levy whereas the institution has no computer) • Stealing of objects confiscated by the school administration • Revision classes made compulsory and paid for in schools. 	<ul style="list-style-type: none"> • Tribalism, egoism and immorality • Insufficient school infrastructure • Low level of probity in school Heads • Non-respect of norms governing enrollment in schools • Non-respect of the career profile of teachers • Low wages and discrimination in benefits accorded to teachers • Late payment of salaries to newly recruited teachers • Non-application of certain provisions of the special status of teachers • Political and social pressures • Greediness of teachers • Penchant for easy enrichment • Impunity • Lack of and/or shortcomings in assessment norms • Loopholes in the codification and security system of marks, certificates and diplomas • Blind imitation of unsanctioned corrupt officials

Corruption in the sector of education affects all other sectors of the social life. An educational system that does not inculcate integrity in its students is destined to produce citizens with no respect for public property. Universities and higher institutions of learning that do not enroll basing on excellence and merit will produce incompetent civil servants and officials, with correlative effects on key sectors of society such as Justice, Health, etc.

Cameroon is not safe from such risks considering that the main causes of corruption decried in the education sector are bribery in enrollments, promotions, transfers, appointments, scholarships trafficking, sale of marks, sexual harassment, sale of test papers, traffic in fake diplomas, falsification and reduction of age as well as impunity. All these, put together, are the main indicators of the much-dreaded risk namely the rendering of poor-quality public services in key sectors of society (justice, security, health, education, etc.) by poorly trained and dishonest public officials.

This analysis reveals that the causes and manifestations of corruption in the education sector are political or institutional. Thus, to combat corruption in this sector, reforms aimed at promoting transparency, equity and justice in the treatment of personnel of the administrations in charge of managing

MANIFESTATIONS	CAUSES
<p>the education sector should be conducted. In addition, integrity education should be integrated into school curricula.</p> <p>In public financing to schools, corruption often appears during contract award. Generally, enterprises do not respect construction standards so as to compensate for the money lost in bribery to obtain contracts. Thus, when such financial resources destined for the construction of schools are diverted into private pockets, education can no longer be ensured in the suitable conditions, and so the rights of the child are no longer guaranteed.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sub-sectors	Intensity of corruption
Basic Education	6.86
Secondary Education	5.73
Higher Education	7.62
Vocational Training	5.79
Average for the Sector	6.5 points on 10

The intensity of corruption in the education sector dropped from 7.16/10 points in 2010 to 6.5 in 2015, making a slight decrease of 0.66 points out of 10. However, this average is far from the reality since this improvement is as a result of the progress registered in the vocational training sub-sector where the corruption index for the same period dropped from 7.7 points to 5.79 points. On the field, despite the slight change, the various vices denounced above are still persistent in the other sub-sectors. Such vices include bribery for enrollment, promotions, transfers, appointments, scholarship trafficking, sale of marks, sexual harassment, sale of examination questions, trafficking of certificates, etc.

The lack of a law to govern the protection of whistleblowers or witnesses is still a major obstacle to access to information that may lead to the identification, sanctioning and suppression of corruption-related offences in the sector. Furthermore, the persistence of some difficulties, like the management of running credits and minimum packages for schools, have highlighted, on the one hand, the need to continue encouraging education partners to make the running credits and minimum packages available for public primary schools before school resumption, and on the other hand, to ensure that parents and other stakeholders of the education community make efforts to prevent the collection of illegal fees.

6.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE EDUCATION SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Impunity • Over-centralisation (career/contract management) • influence peddling • Delays in salaries for new recruits • Lack of transparency in personnel and resource management • Lack of contracts specifications • Irregular controls / follow up • Insufficient financial resources • negative influence of political and administrative elite • Poor treatment of staff • Low salaries • Favouritism, nepotism and tribalism • Fear to denounce 	<ul style="list-style-type: none"> • Existence of a political commitment to fight corruption • Beginning of the application of sanctions • Creation / implementation of Anti-Corruption Units • Involvement of the Civil Society Organisations in the fight against corruption • Administrative Procedures Manuals available in some administrations • Special status of teachers available • Regular payment of teachers' salaries • Commitment of internal Organisations • Ongoing awareness campaigns • Regular control of Vote holders

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Prevailing poverty • Collective complicity of parents and education stakeholders in acts of corruption 	<ul style="list-style-type: none"> • Support from donors

6.3. CHALLENGES IN FIGHTING CORRUPTION IN THE EDUCATION SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Quality of education: training/employment harmonisation • Probity as value for reference • Social Justice • Confidence revived with financial partners • Credibility of the education system and diplomas awarded in Cameroon • Personnel competence • Economic Growth / developing country • Upgrading of certificates obtained in Cameroon • Rapid processing of teachers' files • Transparency in the system management • Better supervision of students and learners • Recognition of our academic values, credibility at the national and international arenas • Efficiency of training / employment • Increase in academic elite • Good governance • Support from donors • Emergence of a new generation of honest graduates 	<ul style="list-style-type: none"> • Recruitment and training of teachers and lecturers on the basis of merit • Demand very high level of integrity and probity in leaders • Put in place legal instruments that promote transparency and accountability by public fund managers • Equitable distribution of resources allocated to the education sector • Investing in quality training • Transparent and accountable management of public resources • Promotion of merit and excellence in the university system • Computerisation of the system for issuing end-of-year certificates and diplomas • Respect regulations on the number on roll per class • Create and respect career profiles • Adoption and implementation of legislation on the status and rights of teachers • Investing in the core values (integrity, meritocracy and hard work); • Keep the university system out of bounds; • Provide better training and pay to staff of higher education

6.4. STRATEGIC ANTI-CORRUPTION ACTION PLAN FOR THE EDUCATION SECTOR

Strategic axis 1: Prevention (Reduce corruption opportunities in the education sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set time limits for processing files	Administrative bottlenecks that lead to corruption reduced	Decision to set file-treatment deadline Number of files treated by each agent	Ministers concerned, Directors of ministries concerned	Secretaries General of Ministries Anti- corruption units			
Draw up and disseminate administrative and accounting procedure manuals	More transparency and accountability in rendering public service in the education sector	Procedure manuals	Anti-Corruption Units of Ministries concerned, Department heads	Secretaries General of Ministries concerned			
Draw up and respect career profiles	Teachers motivated by transparent and implemented career profile	Instruments on the career profiles of teachers	MINFOPRA	Ministers concerned Secretaries general concerned Anti-Corruption Units			
Institute a Code of professional conduct	Improvement in the behaviour of teachers	Code of Conduct, Number of reported acts of corruption	MINFOPRA, Anti-Corruption Units	Trade Unions of professionals of the sector, Civil Society Organisations, CONAC			
Develop and implement mechanisms to monitor contract clauses, terms of reference, Job description, level of responsibility	Reinforcement of transparency and accountability	Number of monitoring tools developed and implemented	MINFOPRA Ministries concerned	Trade Unions, Civil Society Organisations, Education partners			
Organise regular checks	Transparency and accountability improved	Publication of audit results	Ministries concerned	SG of Ministries, Anti-Corruption Units			
Publish the running budget of schools	Transparency and accountability improved The education community informed of the resources allocated to schools	Number of Budgets published	Ministries of Education and Vocational Training sector	CONAC, Trade Unions, CSOs; Anti-Corruption Units			
Implement concerted actions to streamline entrance examinations into public vocational schools	Transparency, objectivity and meritocracy guarantee admissions into public training institutions	Number of restructuring actions implemented	Ministries of the Education and Vocational Training Sector	Heads of Institutions CSOs			

Strategic axis 2: Education (Implement sensitisation and training actions with a view to improving behaviours in the Education Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Integrate anti- corruption modules in the training of teachers and students	Anti-corruption mechanisms and techniques adopted by stakeholders	Modules drawn up and taught	Ministries of the Education and Vocational Training Sector	CONAC CSOs Media			
Increase awareness and promote integrity in the sector of education	The values of probity assimilated by stakeholders	Number of sensitisation sessions; Number of persons sensitised; Number of radio, television and newspaper articles on corruption	Ministries of the Education and Vocational Training Sector Anti-Corruption Units	CONAC Media CSOs			
Educate stakeholders on the legislation on corruption	Legislation on corruption known by stakeholders	Number of documents produced Number of schools educated Number of persons educated	Ministerial Anti-Corruption Units	CONAC CSOs Trade Unions; Media			
Produce documentary, brochures and flyers on corruption	The public informed of everything dealing with corruption	Number of posters and brochures produced Number of posters and brochures distributed	Ministries of the Education and Vocational Training Sector Anti-Corruption Units	CSOs, Media			
Create suggestion boxes in schools	Users' complaints and denunciations received	Number of suggestion boxes installed Number of corruption-related complaints and denunciations	Ministries of the Education and Vocational Training Sector Anti-Corruption Units	CSOs, Media CONAC			
Publish and disseminate a catalogue on acts of corruption	Acts of corruption known by the entire public	Number of documents produced and disseminated	Ministries of the Education and Vocational Training Sector Anti-Corruption Units	CSOs, Media CONAC			
Reinforce collaboration between members of the education community	Experiences in the fight against corruption shared between members of the education community	Number of meetings held and the participation between parents, teachers and students on corruption	Ministries of the Education and Vocational Training Sector PTA and school officials	CSOs, Media CONAC			

Strategic axis 3: Conditions (Endow the Education Sector with the appropriate means to conduct anti-corruption policies)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Increase the salaries of professionals in the sector	Vulnerability of professionals in the sector of education reduced	New salary scale applied	Head of Government, Ministries in charge of Education and Vocational Training Anti-Corruption Units	MINFI, CSO, Trade Unions			
Improve working conditions in the Sector of Education	Appropriate working materials available for personnel Quality of service rendered in the sector improved	Report on receipt of tools and working materials, Number of planned activities conducted	Ministries in charge of Education and Vocational Training Anti-Corruption Units	Anti-corruption, units, CSO, Trade Unions			
Increase State subsidies to the private sector in order to reduce tuition fees	Education made accessible to all Cameroonians of school age	Schooling rate	Head of Government, Ministries in charge of Education and Vocational Training	Trade Unions, CSOs			
Introduce reforms to harmonise the personnel status of the private and public sectors	Disparity between salary of personnel of private and public sector eliminated	Number of reforms undertaken Salary scales	Head of Government, Ministries in charge of Education and Vocational Training	Trade Unions CSOs			
Systematise advancements without constituting new files	Teachers' career improved	Instruments for advancements of professionals in the sector	MINFOPRA	Anti-Corruption Units, Trade Unions CSOs			
Improve the professional training of actors of the sector	Productivity improved qualitatively	Number of persons trained, Training types and modules	Head of Government, Ministries in charge of Education and Vocational Training	ACUs, CSOs, Trade Unions, Media			
Intensify the construction of schools and limit enrolment (60 students per classroom)	Corruption during registration / admissions reduced	Increase rate of school construction Average class enrolment;	Head of Government	Ministers concerned, RLAs, Trade Unions, TFP, PTA, CSO			
Ease access to credit facilities (car, housing, equipment, etc.)	Staff in the sector less vulnerable to corruption	Credit access conditions Number of personnel in the sector having benefitted from the facility	Head of Government	MINFI and other Ministers concerned; Trade Unions, partners, financial institutions, PTA, CSO			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Apply all the provisions of the special status of teachers	No more bribery for advancements in index, grade and promotions Promotions solely based on professional experience, probity and merit	Number of types of promotion Number of files on career profile successfully treated without bribery	Head of Government	MINEDUB, MINESEC, MINESUP, MINEFOP, MINFOPRA; Trade Unions, Civil Society Organisations, PTA			

Strategic axis 4: Incentives (Put in place a mechanism to promote positive models in the education Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Identify and promote, hardworking, honest and competent stakeholders of the sector	Probity and competence the core words of the educative system Meritorious personnel encouraged; Spirit of emulation is nursed in the education sector	Number of actors identified and rewarded	Anti-Corruption Units Administrations concerned DAG	Ministers concerned Secretaries General, Trade Unions, CSOs, CONAC			
Create integrity havens in the education system	Pilot upright institutions set up	Number of establishments identified	Ministerial Anti-Corruption Units	CSOs, Regional delegates of sectors concerned, Heads of the institutions concerned, CONAC			
Revitalise Academic Honours	The value of teachers recognised and revitalised	Number of Academic Honours awarded Number of personnel identified	Heads of schools and universities	MINEDUB, MINESEC, MINESUP, MINRESI, MINEFOP, etc.			
Consider probity as criteria for awarding honors and medals to teachers	integrity and competence rewarded in the teaching corps	Number of honest persons identified for the award of medals	Relevant Ministers	Trade Unions, Civil Society Organisations, PTAs			

Strategic axis 5: Sanctions (Reinforce the mechanism for sanctioning unscrupulous officials in the Education Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Advocate the application of art. 66 of the Constitution on the declaration of property and	Illicit or unjustified enrichment eradicated in the education sector	Number of asset declarations Number of legal proceedings for non or faulty asset	Anti-Corruption Units of Ministries in charge of education	CSOs, Trade Unions Media			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
assets in the sector of education	Didactic materials no longer diverted in training schools.	declarations					
Systematic trial of corruption suspects before competent courts	Corruption in the sector of education is reduced	The number of corruption cases brought before courts	Anti-Corruption Units	Ministers concerned, CONAC, NAFI, CSOs			
Publish sanctions against officials found guilty of corruption in the sector	Sector officials deterred from committing acts of corruption	Number of sanctions applied and published	Anti-Corruption Units	Ministers, Courts, CONAC, NAFI			
Apply administrative sanctions against unscrupulous stakeholders	Sector actors deterred from committing acts of corruption	The number of administrative sanctions applied and published	The Ministers concerned	CONAC, ACU, CSOs, Media, Heads of schools			
Protect all whistleblowers of the Sector	Whistle-blowers no longer fear to denounce corruption	Instrument to protect whistleblowers Number of threats against corruption whistle-blowers	ACUs, Ministries concerned, Heads of departments, Heads of schools	CONAC, NAFI CSOs Media			
Institute a peer sanction system	Sector actors deterred from committing acts of corruption by their own colleagues	Number of peer sanctions imposed	ACUs, Heads of Schools	CSOs Trade Unions, Media			

6.5. ACTORS TO IMPLEMENT THE STRATEGY

Sub-sector	Categories of actors		
	Leaders	Middlemen	Beneficiaries
Basic Education	The directors of the central administration, Inspectors General, Technical Advisors, Secretaries General of Ministeries	Head teachers, District Inspectors, Education Secretaries, Teachers, Divisional Delegates, Regional Delegates	Students, Parents (PTA), school councils, NGOs / Associations
Secondary Education	Supervising, administrative, political, traditional and religious authorities, proprietors of schools	Teachers, Parents / PTA, Mayors, Trade Unions, Managers of examination Boards (OBC, GCE, DECC)	Students, NGOs
Higher Education	Proprietors of schools; MINESUP; CSOs	Offices of Rectors, Deans' Offices, University Administrations, Elite, Teachers' Union, Students' Associations, religious leaders, teachers,	Parents
Vocational Education	Elite, local politicians, business leaders	Heads of Training Centres, Recruitment Agencies	Project leaders, Publishers of didactic tools, service providers, administrative staff, trainers, parents, learners, PTA

CHAPTER 7

ANTI-CORRUPTION STRATEGY FOR THE PUBLIC HEALTH SECTOR

7.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE PUBLIC HEALTH SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Destruction of health facilities in order to divert patients to private health centres • Diversion of medical equipment, patients and pharmaceutical products for personal use • Diversion of health facilities for private use • Bribery during entrance exams into medical schools and during recruitment in the public service • Influence peddling • Collusion between drug companies and actors in the health sector for the promotion and prescription of their products • Extortion of funds from patients for evidently free services • Refusal to administer care to patients who shun corruption • Parallel sale of drugs by medical staff • Issuance of fake authorisations to import drugs • Swindling from users • Sexual harassment • Bribery to win public contracts • Price list of medical acts and care kept secret • Overbilling of drugs and medical acts • Supply of drugs by unapproved suppliers • Issuance of fraudulent or complacent medical acts (medical certificates, death certificates, birth certificates, etc.). 	<ul style="list-style-type: none"> • Impunity • Insufficient medical and paramedical staff • Low salaries • Poor Organisation of work and services • Difficult working conditions • Non-compliance with rules of governance in hospitals • Obsolete price lists • Non-compliance with the Code of Ethics of the profession • Greed • Insufficient protection of witnesses and whistle-blowers • Insufficient incentives

The existence of a health system with the capacity of meeting the health needs of populations is one of the main requirements for an emergent Cameroon by 2035. In other words, the sustainable development objective endorsed by the Cameroon government cannot be achieved if the health system does not have appropriate infrastructure and trained personnel, on the one hand, and on the other hand, if services rendered in the health sector do not adequately meet the demand of the people.

Conversely, the existence of corrupt practices in the Cameroon public health sector greatly undermines the chances of achieving the desired outcomes in that sector, namely, access by all Cameroonians to quality health care, regardless of their social class. Actually, all forms, manifestations and main causes of corruption in the health sector in Cameroon show that the plague results from factors such as the institutionalisation of impunity.

The lack of a dissuasive mechanism and systematic sanctions of unscrupulous actions, therefore, justifies the prevalence of corruption which, globally, indicates poor management of health institutions and the lack of a transparent system to implement a health policy that includes the promotion of good governance and the fight against corruption.

Given the importance of health in development (sick people cannot build a strong nation or a prosperous economy), it is therefore urgent to curb this situation. This requires reforms to institutionalise good governance principles in the management of the entire country's health system. These principles consist of transparency, accountability of all stakeholders and systematic checks through regular audits.

**2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION
IN THE PUBLIC HEALTH SECTOR**

Sub-sector	Intensity of corruption
Public and private hospitals	6.5 /10
Preventive medicine and traditional medicine	5.2/10
Pharmaceutical industry	5.7 /10
Veterinary medicine	5.1/10
Human resource, material and financial management	6 /10
Average	5.7 points on 10

This almost two-point improvement in the corruption level (the corruption index dropped from 7.56/10 in 2010 to 5.7 in 2015) is testimony of the efforts made by stakeholders in the anti-corruption Strategy, such as the setting up of Anti-Corruption Units in Ministries (ACU), the progressive creation of Local Anti-Corruption Units in hospitals, the implementation of Rapid Results Initiatives (RRI) which have yielded much fruits, the development of transparency measures (posting of prices of medical deeds, drugs, institutions to consult in case of any abuse, wearing of badges by medical staff, etc.), which have helped to suppress illegal payments in some hospitals, and reduced direct payments, etc.

The health sector is one of the rare sectors that has successfully attained the objective of reducing corruption by two points by 2015.

This highlights the need to continue consolidating efforts and achievements and more especially, adopting measures needed to enhance best practices and good governance in the sector, so as to reduce deviation of and swindling from patients in hospitals and by so doing, increase revenue and cases of registered patients and requests for medical acts.

7.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE HEALTH SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Impunity • Inequity • Fear of reprisal • Insufficient sensitisation and citizenship education • Insufficient resources for the fight against corruption • Insufficient resources allocated for the fight against corruption • No real guiding principle of anti-corruption actions • Lack of synergy in actions • Insufficient decentralisation of the drive • Corruption perceived as a fatality • Tribalism, trading in influence and selfish support • Lack of values, benchmarks and models • Barely perceptible results of the fight • Complexity of traditional medicine • Vulnerability of patients vis à vis healthcare workers • Negative socio-cultural influences • Poverty of the population • Traditional medicine infiltrated by charlatans • Existence of fake doctors and nurses • Inefficient control structures • Inadequate legislation to regulate the sector • Fear of reprisal in whistle-blowers • Inadequate enforcement of existing regulations • Pressure from international pharmaceutical groups • Existence of illegal networks that benefit from corruption • Non-compatible regulation monitoring systems • Insufficient qualified staff • Resigned attitude of users 	<ul style="list-style-type: none"> • Existence of political will to fight against corruption • Awareness on the dangers of corruption • Involvement of donors and CSOs • Arrest of some corrupt officials • Decentralisation of decision-making process • Media denunciation of acts of corruption • The will to integrate traditional medicine into the national strategy • Development of a document on procedures and best practices in the sector • Existence of SYNAME (National System of Supply of Essential Drugs) • Reduced prices of generic products • Existence of a pharmacy in each health centre • Adoption of a national list of essential drugs • Existence of a national price list on the market • Beginning of awareness at the institutional level • Existence of squads and control missions • Existence of institutions to fight against corruption • Existence of management tools and texts for the fight against corruption. • Progressive improvement of working environment • Improvement of the wellbeing of the worker • Opportunity for patients to report abuse • Use of local radio stations for sensitisation in local languages

7.3. CHALLENGES IN FIGHTING CORRUPTION IN THE HEALTH SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • An upright society • Reinforcement of professionalism • Traditional medicine sector reform • Improvement of the sector's credibility • Reduction in morbidity and mortality • The willingness of donors to provide funds for the health sector • The quantitative and qualitative improvement of community health • Highlighting the importance of the medical staff at the international level • Regained confidence of Cameroonians in their health system • Honest medical staff • Health institutions becoming health reference centres • Improvement of Cameroon's image • Multiple international training opportunities for health personnel. 	<ul style="list-style-type: none"> • Integrity should be the norm in all sub-sectors • The quality of training provided to health workers should be improved • The State should regulate the practice of traditional medicine in terms of Organisation and training • The recruitment of medical staff should be in accordance with merit • Improve the quality of medical care • Strengthen the political will to fight against corruption in the health sector • Zero tolerance of negative practices • Provide training in integrity for health personnel

7.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE HEALTH SECTOR

Strategic objective: Streamline health care practices in Cameroon and improve transparency and integrity in rendering public services.

Strategic axis 1: Prevention (Reduce corruption opportunities in the Cameroon health system)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Define criteria for selecting members of Anti-corruption Units in Ministries in order to safeguard their independence	The quality of work of Ministerial Anti-corruption Units improved Anti-Corruption Units constitute honest and competent personnel	Conditions for selection of Anti-Corruption Units are systematised	Minister of Public Health and Minister of Livestock, Fisheries and Animal Industries	CONAC, Inspectors General, CSOs, Media			
Allocate appropriate resources to anti-corruption actions	Vulnerability of anti-corruption officials reduced	The budget allocated to the fight against corruption	Minister of Public Health, MINEPIA, Health personnel trade union	ACU, Heads of Clinics and Pharmacies CSO'S			
Institute and harmonise procedure manuals in health centres and promote transparency	Opportunities for corruption reduced	Procedures manual in health centres Price lists displayed for users	ACU/ MINSANTE and MINEPIA	MINSANTE, MINEPIA, CONAC, CSOs			
Carry out advocacy for the adoption of the text of application of Law on declaration of property and assets	Opportunities for illicit enrichment in the health sector reduced	Text of application of Law on declaration of property and assets promulgated	ACU/ MINSANTE and MINEPIA	CONAC CSOs Media			
Educate health personnel on the need to adopt more positive behaviour	Improved probity level of health personnel	Number of educative books published	MINEPIA and MINSANTE Professional training centres, Health personnel Trade Unions	MINSANTE and MINEPIA Heads of Health Centres and pharmacies, CONAC, CSOs			
Involve the media in the crusade against corruption	Enhanced collaboration between the media and the health sector in the fight against corruption	Number of media publications (newspaper articles, radio and television) produced/published	ACU/ MINSANTE and MINEPIA	MINSANTE and MINEPIA training schools, CONAC, CSOs			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Computerise career management	Career management computerised and personnel no longer have to abandon duty posts to chase files	Number and frequency of career deed automatically generated	MINSANTE, MINEPIA, MINFI and MINFOPRA	PM'S OFFICE CENADI, Trade Unions of health personnel			

Strategic axis 2: Education (Train stakeholders in the health sector to adopt honest behaviours)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Educate stakeholders on the evils of corruption	Sector actors resist corruption	Number of posters published and media publications produced on probity	ACUs MINSANTE and MINEPIA, MINSANTE and MINEPIA Communication Units	CONAC, CSOs, Media, Head of clinics and pharmacies, etc. Health personnel trade union			
Develop integrity education modules for vocational, university and health training centres	Sector professionals are familiar with notions of personal and professional integrity	Didactic materials are produced to complement the training	Anti-Corruption Unit, MINSANTE and MINEPIA	Trade Unions for health personnel, CONAC, CSOs			
Educate users (patients and caretakers of sick persons) on drug and treatment channels	Users no longer use parallel channels to obtain treatment and purchase drugs	Number of reported cases of channel violation	Anti-Corruption Unit, MINSANTE and MINEPIA	Health unit Heads, Health personnel Trade Unions, CONAC, CSOs			
Encourage users to comply with anti-corruption measures adopted in the health facilities	Diversion of patients and drugs reduced	number of reported corruption and diversion of patients and drugs	Anti-Corruption Units, MINSANTE, MINEPIA and Health units	Heads of Health Schools Heads of clinics and pharmacies CONAC, CSOs			
Educate health workers on the need to change behaviour	Health personnel probity improved	Number of books and education manuals published Number of educative sessions held Number of health workers or doctors trained on probity	Anti-Corruption Unit MINSANTE and MINEPIA	Heads of Health Schools Heads of clinics and pharmacies CONAC, CSOs			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Involve the media in the fight against corruption	Acts of corruption in hospitals exposed by the media	Number and frequency of media denunciations Number of educative media productions	Anti-Corruption Unit, MINSANTE and MINEPIA, Media	Heads of Health Units, Health staff Trade Unions, CONAC, CSOs			

Strategic axis 3: Conditions (Provide the health sector with appropriate means to support the anti-corruption drive)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Define and respect career profiles	Medical personnel motivated to produce quality results so as to be promoted	The document defining careers profiles	MINEPIA, MINSANTE and MINFOPRA	CONAC, Medical Trade Union, Heads of health units and pharmacies, CSOs			
Revise and update the special status for health personnel	Blockages in career advancement removed	Special status for health personnel	PM's Office, MINEPIA, MINSANTE, MINFOPRA	Trade Unions of health personnel			
Reduce the period for including civil servants on State pay roll (recruitment and retirement)	Personnel wages and pensions are no longer delayed	Time limits for effective inclusion on payroll of civil servants in the health sector are defined and respected.	MINEPIA, MINSANTE, MINFOPRA	Trade Unions of health personnel			
Enhance and extend the health insurance system	Health workers less vulnerable to corruption	Insurance Systems adopted	PM's Office, MINSANTE,	Insurance companies, Social Insurance Fund, CSOs, MINFOPRA			

Strategic axis 4: Incentive (Recognise and place value on merit within health units)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Put in place health personnel probity incentive measures	Probity promoted in the sector	Number and type of incentive in place	ACUs, Heads of health units and pharmacies, etc.	CONAC Health personnel Trade Unions			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Disseminate probity incentive measures put in place for the interest of health personnel	Criteria known by all	Instruments that put in place these measures	ACUs, Heads of health units and pharmacies, etc.	Health personnel Trade Unions, CSOs, Media			
Award honours and medals of integrity	Probity behaviours stimulated	Number of persons awarded Types of awards given	ACU MINSANTE and MINEPIA Heads of health centres and pharmacies, etc.	Health personnel Trade Unions CONAC, CSOs,			
Address letters of congratulations and grant special bonuses	Actors in the health sector stimulated to behave with probity	Number of people honored with letters of congratulation and granted special bonuses	Anti-Corruption Unit Heads of health Centres and pharmacies, etc. MINSANTE, MINEPIA	MINFOPRA Health personnel Trade Unions CONAC, CSOs			
Establish excellence awards	Professionalism in the Health sector enhanced	Number of people honored with Awards of excellence	Anti-Corruption Unit Heads of health units and pharmacies, etc. MINSANTE and MINEPIA	MINFOPRA Health personnel Trade Unions CONAC, CSOs			
Publish the identity of the best staff in shortlisted sectors	Actors in the health sector stimulated to adopt honest and professional attitudes	The list of the best health workers	Anti -corruption Unit MINSANTE and MINEPIA Heads of Health Centres and pharmacies, etc.	Health personnel Trade Unions CONAC, CSOs			

Strategic axis 5: Sanction (Systematically sanction acts of corruption in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically apply sanctions under the regulations in force	Acts of corruption reduced	Number and type of administrative, legal and civil sanctions Number of persons sanctioned for corruption	ACUs MINSANTE and MINEPIA Legal Departments of MINSANTE and MINEPIA Health Institutions Managers	Courts CONAC CSOs			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish sanctions systematically	Actors dissuaded from committing acts of corruption	Number and type of administrative and legal sanctions published	Legal Departments MINSANTE and MINEPIA, ACUs MINSANTE and MINEPIA, Communication Units of MINSANTE and MINEPIA, Heads of Health Centres and pharmacies.	Health personnel Trade Unions CONAC CSOs Media			
Ensure the protection of whistleblowers	Reprisals against whistleblowers reduced	Number and type of reprisals against whistleblowers	Legal Departments of MINSANTE and MINEPIA ACUs MINSANTE and MINEPIA	Health personnel Trade Unions, CONAC, CSOs, Media			
Ensure the application of forfeitures under the regulations in force	Sector actors discouraged to engage in corruption	Number of type of forfeitures pronounced Number of persons affected	Legal Departments of MINSANTE and MINEPIA ACUs MINSANTE and MINEPIA Communication Units of MINSANTE and MINEPIA	Health personnel Trade Unions, CONAC CSOs Media			
Support advocacy for the adoption of an anti-corruption law	The law on the prevention and punishment of corruption and related offences adopted	An anti-corruption law	ACUs of MINSANTE and MINEPIA	CONAC CSOs Mediam Trade Unions			
Guarantee confidentiality of administrative mails relating to corruption	Corruption whistleblowers are protected	Mechanisms to protect whistleblowers	ACUs MINSANTE and MINEPIA	Health personnel Trade Unions, CONAC, CSO'S, Media			
Put in place an appeal system in corruption-related matters	Complaining users can be heard by the head of institution Claims of corruption victims and witnesses are taken into account	Claim collection mechanism	Ministerial Anti-Corruption Units MINSANTE and MINEPIA	CONAC CNLCC			

7.5. ACTORS TO IMPLEMENT THE STRATEGY

Sub-sector	Categories of actors		
	Leaders	Middlemen	Beneficiaries
Public and private hospitals	Managers of Health Administration (Ministers, Secretary General, Inspector General, Chairman of the Anti-corruption Unit, directors of hospitals, health centres, etc.	Professional associations, TFPs, The media, Civil Society Organisations, pharmaceutical companies, traditional and religious authorities, pharmacies, foreign traditional medicine, patients' families, traditional healers	Patients Schools for staff training Service providers OAPI
Preventive medicine and traditional medicine	Ministers	Traditional practitioners, veterinary medicine;	Users; Schools for staff training;
Pharmaceutical industry	MINEPIA, MINSANTE and anti-corruption Unit Parliamentarians	Managers of health units; Inspectorate General for pharmaceutical services; Department of pharmacy and drugs; Development Partners; customs related sectors (justice, FLO, etc.); NGOs, pharmaceutical establishments, Patients, Patients' associations; Professional councils (pharmacy, doctors); National Laboratories for Drug Quality Control and Expertise	CENAME
Veterinary medicine	Ministers and staff of central services, decentralised Technical Services of the Ministries concerned, Legal System	CSOs, Doctors, Pharmacies (wholesalers, retailers), Nurses, Consumers (individuals, groups, Trade Unions)	Butchers, Breeders (livestock, ranch, and pet owners), Agencies (Customs, Taxation, Treasury, intermediate revenue Agents), FLO, Sellers and conveyors, traditional and religious authorities, inspectors of health services; Parliamentarians, Administrative Authorities, RLAs
Human, material and financial resource management	Religious and administrative authorities Central service officials	Health personnel Management committees	Traditional authorities, traders, patients, patient caretakers, service providers, local authorities, support staff, professional trainers associations, traditional medicine practitioners, professional and non-professional unions, FLO
<p>The fight against corruption in the Health Sector should be led by the Minister of Public Health and the Minister of Livestock, Fisheries and Animal Industries. Their collaborators and stakeholders in the sector are expected to materialise the political commitment expressed by the highest authority to tackle the scourge in the sector.</p>			

CHAPTER 8

ANTI-CORRUPTION STRATEGY FOR THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

8.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Influence Peddling • Fraudulent use of mineral research authorisations for mineral exploitation • Use of forged exploitation licenses • Fraudulent use of artisan exploitation authorisations for industrial mining • Illegal exploitation of mineral resources • Undue payments to the local or control authorities • Tax evasion (taxes, customs duties, etc.) • False declarations of quantity and quality actually exploited • Payment of bribes to local communities • Corruption in the allocation of extraction permits • Undue tax exemptions • Selling of services • Corruption to obtain permits • Laundering of mining products: local operators transport products from neighbouring countries as though they were extracted from Cameroon, or circulate products extracted from tax zones as though they came from preferential economic ones 	<ul style="list-style-type: none"> • Non-respect of regulations in force • Administrative delays and red tape • Low salaries of control officials • Absence of regular and effective controls • Lack of transparency • Desire by sector operators to get quick and illicit wealth • Widespread impunity and laxity • Existence of political and administrative influential persons in the sector • Complex regulatory instruments • Inattentiveness of citizens • Influential sector operators • Low level of patriotism of local population who are accomplices of persons and enterprises that plunder their resources • Lack of procedure manuals • Excess tax exemptions at the detriment of the State • Poor governance • Ignorance of the law • Lack of civic responsibility • Poverty • Lobbying and pressure groups
<p>In order to diversify the resources generated by mining, the government has set up a policy for extracting the minerals which abound in Cameroon: bauxite, cobalt, nickel, iron, diamond, etc. The economic stakes of this initiative are enormous: State revenue increase, promotion of local development and job creation.</p> <p>A study on the impact of extractive industries on the economy of Central African countries showed a discrepancy between the enormous revenue from the extractive sector and the social development of these countries. As a matter of fact, although these countries are endowed with huge natural resources, especially Cameroon, they derive very minute benefits from these mineral potentials.</p> <p>This inconsistency is caused by bad governance and wastage of revenues obtained from these resources, among others.</p> <p>The main forms of corruption found in the sector, notably, influence peddling, fraudulent use of extracting permits, illegal exploitation and various tax evasion, are different means to distort the expected proceeds from extractive industries. The consequences are numerous: drop in the sector's contribution to national and local development, depletion of national resources, etc.</p> <p>The implementation of stringent measures is imperative for the sector to contribute to the economic development proportionate to its real potentials and the extractive activities carried out in the sector.</p>	

2015 REFERENCE DATA ON CORRUPTION INTENSITY IN THE MINING AND EXTRACTIVE INDUSTRY SECTOR

Sector: Mining and extractive industries	Corruption intensity: 6.17 points on 10
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The corruption intensity is almost stagnant despite a slight drop in point from 6.55/10 in 2011 to 6.17/10 in 2015. Indeed, the management of revenue from petroleum products has been reoriented towards governance schemes, with the implication of the Bretton Woods Institutions that assisted Cameroon in implementing transparency systems to manage proceeds from petroleum products in a bid to better mobilise internal resources to finance economic development programmes. Hence, the Extractive Industries Transparency Initiative (EITI) that is being put in place has begun to yield palpable fruits⁴. Equally, Cameroon’s admission into the Kimberley Process has ensured accountability in the production of diamonds in Cameroon and made the nation attractive on the world market

Notwithstanding the progress made by the State so far in the mining sector, the initiatives taken by the government are still seen as conditions imposed by external development partners. As such, many daring measures are yet to be seen as part of government commitment to reorganise this sector.

8.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Perversion of morals and values • Disregard and opacity of the procedure of operating mechanisms and regulation of the sector • Lack of a specific law on the fight against corruption • Inappropriate control systems • Practices of tribalism • Absence of an effective protection mechanism of denunciations of corruption • Lack of mechanisms to protect whistleblowers • Weak collective consciousness to fight corruption • Lethargy of the people (non-involvement in monitoring and reporting processes) • Information not available to the public (Unavailability of information in both official languages, tract confidentiality...) • Low purchasing power • No close follow-up, followed by rapid and systematic coercive and corrective measures by the hierarchy and supervisory bodies • Inadequate human and material resources allocated to anti-corruption organs and control and monitoring bodies • Involvement and intervention of the hierarchy • Inadequate rewards to control agents • NPG and other plans are not really implemented on the field • Difficult and long procedures for obtaining permits / authorisations • Systematic use of bribes to existing rights • Recruitment without inquiry on morality • Failure to comply with regulations 	<ul style="list-style-type: none"> • General consciousness of society to the issue of corruption • Existence of different structures to fight corruption • Existence of a Mining Code • Acquisition of control instruments • Application of the legislations in force • Existence of pressure groups and lobbies, Civil Society Organisations and the international community • Availability of anti-corruption texts • Collective and political will to fight against corruption (CONAC) • Decentralisation: involvement of the population in the effective management of resources • Intensification of international pressure for transparency in extractive industries (EITI, Kimberley Process, etc.) • Information broadcast and dissemination • Increased opportunities for independent monitoring (budget monitoring, projects logbook monitoring, tracking of States / companies payment gaps and justification) • Existence of quality human resources • Implementation of a NACS • Reduction of the number of taxes in the sector • PWYP, EITI regular campaigns

⁴ Decree n° 2005/2176/PM of 16 June 2005 relating to the setting up, organisation and functioning of the follow-up committee to implement transparency guidelines in the extractive industries.

8.3. CHALLENGES IN FIGHTING CORRUPTION IN THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Increased competitiveness of the private sector and reduction of unemployment • Economic growth and poverty reduction • Improvement of the image of the sector and country (greater credibility in favour of State and donor investments) • Increase in mining, and by extension, State revenues (budgetary targets are met, etc.). • Sustainable management of mineral resources (quality and quantity control of extracted minerals, etc.) • Environmental protection • Better quality of expenditure and improvement of living standard 	<ul style="list-style-type: none"> • Awareness campaigns of the various actors in the sector • Adoption of mining monitoring mechanisms • Training of all stakeholders including local populations

8.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

By 2035, reduce the intensity of corruption in the mining and extractive industries so that it can contribute more to social development and specifically in poverty alleviation.

Strategic Objective: Contribute to a significant improvement in the participation of the mining sector in growth and development through transparent management and the elimination of corrupt practices.

Strategic axis 1: Prevention (Improve transparency, promote awareness and enforce regulations governing the mining and extractive industries)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve transparency in the issuance of mining authorisations	The phenomenon of fake mining authorisations reduced	Number of forged permits identified; Number and types of transparency measures put in place	MINMIDT, MINFI	ACUs, CSOs, Media, Regional Delegates of MINMIDT			
Reduce the number of stakeholders in the award of mining licenses	Deadlines and bottlenecks reduced	Procedure for awarding operating permits simplified	Minister of MINMIDT	ACU MINMIDT Directors of MINMIDT			
Develop and popularise procedures manuals and user guides of services in the mining sector	Procedures known to stakeholders, thereby reducing opportunities for corruption	Manuals and users' guides available	Anti-Corruption Unit MINMIDT	Communication Unit MINMIDT, CCIC, Regional Delegates of MINMIDT, CSOs			
Facilitate access to documents and texts that govern the mining sector activities	Texts known and mastered by sector operators	Mechanisms to popularise the texts identified	Anti-Corruption Unit MINMIDT	Legal Department MINMIDT, CSOs			
Promote compliance with standards and procedures	The practice of corruption and other illegal acts reduced in the sector	Behaviour of actors in the sector	Minister MINMIDT	MINMIDT, CSOs, Employees Trade Unions			
Promote respect for jurisdiction and competence of officials of the decision chain in the mining sector	Management is improved by the professionalisation of internal decision-making process	MINMIDT Structural Manual distributed to sector stakeholders	Anti-Corruption Unit MINMIDT	MINMIDT Sector employees, CSOs, Medias			
Popularise texts, treaties, conventions, national and international commitments made by the Government of Cameroon	The regulations governing the sector known to all stakeholders	Popularisation mechanisms are identified	Anti-Corruption Unit MINMIDT, Communication Unit MINMIDT	Employee Trade Unions, CSOs Medias			
Institute the check list of documents to submit for exploitation permits	Procedure for obtaining operating permits known by users and other interested stakeholders	Checklist available	Anti-Corruption Unit MINMIDT	Communication Units, Regional Delegates MINMIDT, CSOs, Media			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish statistics on the mining sector	Transparency in the exploitation of mineral resources improved	Statistics on the mining sector available and accessible to all	MINMIDT	Enterprise heads, Sector employee Trade Unions, CSOs, Medias			
Institute a one-stop-shop to issue authorisations	Red tape and corruption opportunities reduced	Feasibility study of a one-stop-shop available	MINMIDT, Anti-corruption unit of MINMIDT	Enterprise heads, Sector employee Trade Unions, CSOs			
Institute close collaboration between administrations in charge of land tenure, forestry, etc. to avoid extrapolation of mining and forestry authorisations	No more conflicting mining and forestry exploitation permits	Number of conflicting exploitation permits on the field	MINEPIA, MINADER, MINFOF. etc.	Sector enterprise heads, Sector employee Trade Unions, CSOs, local population of quarries and mines			

Strategic axis 2: Education (Equip stakeholders so that they can oppose corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Popularise regulations (Mining Code and others) in official and all other most accessible languages	Texts regulating the sector known to all stakeholders in the sector	Popularisation tools (booklets, brochures, posters ...) produced	Anti-corruption and Communication Unit of MINMIDT	Sector enterprise heads, Staff Trade Unions, CSOs Media			
Develop, adopt and implement a Code of Ethics and Moral in the mining sector	Integrity and ethics promoted as part of the operation and management of the sector	Code Available	Ministerial anti-corruption unit of MINMIDT	Minister of MINMIDT CONAC CSOs Media			
Involve religious and traditional authorities in raising awareness on the risks and dangers of corruption in the mining sector and in development	Traditional authorities able to conduct awareness campaigns on the evils of corruption	Number and type of campaign Number and rank of persons sensitised	Anti-Corruption Unit MINMIDT	Sector enterprise heads, Staff Trade Unions, CONAC, CSOs, Media			

National Anti-Corruption Strategy (2022-2026)

Introduce the issue of corruption in the training programmes of senior staff and agents of the mining sector	Officials of the mining sector are trained on corruption issues	Training programmes of MINMIDT agents and managers acquired	Directors of Schools and training centres for MINMIDT agents	Sector enterprise heads, Staff Trade Unions, CONAC			
Broadcast efforts made to combat corruption and results achieved thereof	Initiatives against corruption in the mining sector and their results known to the public	Dissemination mechanisms identified and used	MINMIDT Anti-corruption and Communications Units	MINMIDT Minister, CSOs, Media			
Establish a system to enhance respect for deadlines, quality and quantity standards in treating files of the mining sector	The quality of public services rendered in the mining sector improved	Mechanisms to improve the quality of public service defined and applied	MINMIDT anti-corruption Unit	Sector enterprise heads, Staff Trade Unions, CSOs			

Strategic axis 3: Conditions (Make mining sector employees less vulnerable to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Remunerate sector workers according to the service provided and skills	Employees paid decent salaries	Sector salary conventions	MINMIDT Minister	CONAC, Prime Minister, Sector enterprise heads, Staff unions			
Develop a decent working environment	Industrial accidents reduced, Employees put in their best at work and corruption practices are reduced	Mechanisms to improve the working environment of the sector identified	Sector enterprise heads, Sector staff unions	Prime Minister, MINMIDT			
Reduce job insecurity in the sector	Employment contracts duly issued to each worker of the sector	Number and type of employment contract Number of workers not issued employment contracts	Sector enterprise heads, Sector staff unions	Prime Minister, Sector Ministers (MINMIDT, MINEFOP, etc.)			
Offer various security mechanisms for sector workers executing dangerous duties	Insurance policy and social protection for workers Workers are more committed to their duties	Security measure, Number of industrial accidents in mines	Sector enterprise heads, Sector staff unions	Prime Minister, Sector Ministers (MINMIDT, MINEFOP)			
Implement a career profile in mining companies	Workers do not resort to bribery for career advancement	Number of continuous trainings received	Sector enterprise heads, Sector staff unions	Prime Minister, Sector Ministers (MINMIDT, MINEFOP)			

Strategic axis 4: Incentives (Recognise and promote merit in the mining sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institute competitions for the best miner within companies and nation-wide	Best workers rewarded	Number of workers rewarded in the sector	Sector enterprise heads, Sector staff unions	Prime Minister, Ministers (MINMIDT, MINEFOP, MINTSS, etc.)			
Reward the best workers in the sector	Best practices disseminated within workers of the sector	Number of workers who promoted from agents to senior staff	Sector enterprise heads, Sector staff unions	Prime Minister, Ministers (MINMIDT, MINEFOP, MINTSS, etc.)			
Institute competition for the best mining company in the sector and nation-wide	Best mining companies promoted, Professional image rewarded	Number of companies honoured	Sector enterprise heads, Sector staff unions	Prime Minister, Ministers (MINMIDT, MINEFOP, MINTSS, etc.), CONAC, CSOs, Media			
Encourage best mining companies	Best professional and management practices disseminated in the sector	Types and number of companies honoured, Anti-corruption management mechanism put in place	Sector enterprise heads, Sector staff unions	Prime Minister, Ministers (MINMIDT, MINEFOP, MINTSS, etc.), CONAC, CSOs, Media			

Strategic axis 5: Sanction (Institute “zero tolerance” of acts of corruption in the mining sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Conduct regular verification of mining authorisations	Fake permits as well as those obtained through corruption identified and withdrawn	Number of fake permits	CONAC	MINMIDT, Sector company heads, Sector staff unions			
Suspend or withdraw all exploitation permits obtained through bribery	Bribery is severely fought in the sector	Number of permits suspended or withdrawn	MINMIDT Anti-corruption and Legal Departments	MINMIDT, Sector company heads, Sector staff unions			
Engage legal proceedings against persons and companies that resort to corruption to obtain exploitation permits	Acts of corruption discouraged	Number of moral and legal persons prosecuted	SCC and other Courts	MINMIDT, Sector company heads, Sector staff unions			
Issue mining exploitation permits only to solvent companies	Adventurers excluded from the sector	Related provisions in Cameroon Mining Code	MINMIDT	Sector company heads, ARMP			

National Anti-Corruption Strategy (2022-2026)

Sanction systematically any public agent, employee, controller who conceals or encourages corruption in the sector	Persons sanctioned	Number and type of sanction, Number of persons sanctioned	SCC and other Courts	ACU/MINMIDT, CSOs for denunciations, CONAC			
Protect whistleblowers against possible retaliations	Corruption acts easily reported	Mechanisms to protect whistleblowers identified	Ministerial Anti-Corruption Unit of MINMIDT	CONAC, CSOs, Media, etc.			

8.5. ACTORS TO IMPLEMENT THE STRATEGY IN THE MINING AND EXTRACTIVE INDUSTRIES SECTOR

Sub-sectors	Categories of actors		
	Leaders	Middlemen	Recipients
Large- and small-scale mining	Supervisor (MINEE, MINMIDT), Tax Administration (MINFI) MINDCAF, MINADER MINEP, RLA, TFP, FLO	Negotiators and Middlemen; Transporters; CSOs; Banks and micro finance institutions	Local residents; Customers
Tax and trade resource Administrations in the mining sector	MINJUSTICE, MINMIDT, MINEE, MINADER MINDCAF, MINEP, MINCOM, MINFI, Prime Minister's Office ... Industrialists / Proprietors Sector Regulators (SNH, CSPH) Inter-ministerial bodies, CAPAM	Various middlemen, NGOs, Local authorities Mayors / Councils Banks Accountants	Residents, Traders (fuel sellers...), Artisanal miners and Transporters, Technicians, Consumers, International traders

CHAPTER 9

ANTI-CORRUPTION STRATEGY FOR THE TRANSPORT SECTOR

(Road, rail, air, maritime)

9.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE TRANSPORT SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Systematic haggling with juries during theoretical and practical phases of driving license tests • Complicity between the administration and officials of driving schools to increase the number of successful candidates at driving tests • Sale of fake driver's license • Embezzlement of revenue • Unconventional issuance of certificates of road worthiness • Excessive withholding of vehicle documents • Bribery for Police services (intervention, accident report, etc.) • Influence peddling • Trafficking of vehicle number plates • Active complicity of the various government officials at weigh stations • Illicit vehicle document controls by road control agents • Whimsical multiplication of offenses in the traffic code • numerous swindling of road users at road check points, etc. 	<ul style="list-style-type: none"> • Lack of adequate training of personnel and sector stakeholders • Low ethical and moral level of actors • Incomplete and wanting legislation • Ignorance of regulations by users • Fear of reprisals • Slow engagement of resources for the fight against corruption • Regular technical failures of security tools • Nepotism, favouritism and tribalism • Influence peddling • Long and complex procedures • Maintenance of driving test jury members beyond their term of office, etc.
<p>The existence of an efficient transport network is a major asset for economic development as the transport sector facilitates the movement of persons, factors of production of goods and services. Transport network quality also determines economic activities.</p> <p>Corruption hinders such economic development and results in consequences such as economic losses and inconvenience to citizens.</p> <p>Impunity, low ethical and moral awareness of stakeholders and non-application of laws in force are vectors of corrupt practices in the sector. It is therefore urgent to make reforms aimed at reducing the plague in the sector.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE TRANSPORT SECTOR

Sector: Transport	Corruption intensity: 6.3 points on 10
<p>Efforts made in the past five years brought about very little change.</p> <p>In fact, the corruption intensity in 2010 was assessed at 6.85 points and 6.37 points in 2015, an indication that bad practices still abound in the sector and that stringent measures should be applied to considerably reduce the phenomenon.</p>	

9.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE TRANSPORT SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Users do not know their rights • Ignorance of regulatory instruments by users • Insufficient material, financial and human means to fight against corruption • Refusal of transporters to comply with regulations • Complex procedures • Unclear sanction mechanisms • Maintenance of corrupt people at decision making positions • Regular breakdown distortion of road revenue safety tools • Refusal by users to get acquainted with regulations in force • Slow allocation of means for the fight against corruption • Ignorance of the legal framework of the fight by public authorities • Fear to report • Difficult access to public transport structures 	<ul style="list-style-type: none"> • Sensitisation on the negative effects of corruption • Involvement of Trade Unions in the anti-corruption drive • Political commit to detect and sanction acts of corruption (CONAC, NAFI) • Implementation of transport document safety procedures and mechanisms • Progressive computerisation of transport document issuance services • Existence of a plethora of regulatory and legal texts • Substantial and significant support from donors • Involvement of NGOs in the Fight against corruption • Computerisation of tollgates and weighing stations to ensure revenue safety

Among the difficulties faced by transporters is their ignorance of texts that govern their sector. For example, a good number of road drivers focus only on the mastery of the driving code and do not care about knowing their obligations. Focusing on the popularisation of the regulation by information and sensitisation campaigns through the local media would greatly reduce the intensity of corruption in the Transport Sector.

9.3. CHALLENGES IN FIGHTING CORRUPTION IN THE TRANSPORT SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • National and international credibility of transport documents issued in Cameroon • Effective contribution of the sector to economic growth • Reduction of road, train and maritime accidents • Reduction of vehicle fleets in poor working condition • Fluidity and speed in the circulation of persons and goods, thereby encouraging movements and tourism • Facilitating international and cross border trade • Good conduct of drivers • Improving the living conditions of the population • Promotion of national integrity • Economic growth (increase in revenue) • Poverty reduction of the sector worker through an increase in resources • Preservation of the State highway patrimony 	<ul style="list-style-type: none"> • Fight impunity, tribalism, favouritism and nepotism prevailing in the sector • Need to train staff of the Ministry of Transport on the legal framework governing the sector and on integrity • Manage revenue from the transportation sector in a transparent and rational way • Invest income from the transport sector in the construction and rehabilitation of transport infrastructure • Involve all sector stakeholders in the fight against corruption

9.4. ANTI-CORRUPTION ACTION PLAN FOR THE TRANSPORT SECTOR

The Transport Sector is expected to play a key role in the implementation of the policy to improve the living standard of the population. This can only be fully achieved if the sector is rid of corrupt practices on the one hand, and if security is improved in terms of movement of goods and persons, on the other.

Strategic Objectives:

Strategic Objective 1: Eradicate impunity by punishing every single unscrupulous actor and protecting whistleblowers and witnesses.

Strategic Objective 2: Strengthen the integrity of sector stakeholders.

Strategic axis 1: Prevention (Reduce cases and opportunities of corruption in the transport sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Revitalise control structures (FLO)	Actors are dissuaded from committing acts of corruption. Illegal control posts dismantled	Number and type of acts of corruption identified, Number and type of illegal control posts dismantled	MINTRANS DGSN SED	Administrative authorities, RLAs			
Reduce administrative hassles on the roads, maritime and rail transport systems	Opportunities for corruption on roads are reduced	Complaints and denunciations on abnormal practices	ACU MINTRANS, Local Divisional and Security Control Officials (FLO)	DGSN, CONAC SED, CSOs, etc. Mayors, Governors, SDOs, DOs			
Reduce, simplify and standardise procedures in the transport sector	Transport documents are issued within official time frames Corruption opportunities in the issuance of documents reduced	Procedure Manuals in the Transport sector published Timeframes for issuing documents	ACU MINTRANS	DGSN, CONAC SED, CSOs, etc. Mayors, Governors, SDOs, DOs			
Strengthen capacities of actors in the Transport Sector in the fight against corruption	Anti-corruption mechanisms mastered by stakeholders	Capacity-building mechanisms for stakeholders defined	ACU MINTRANS	Sector enterprise heads, Trade Unions, MINTRANS Regional delegates, FLO			
Improve the legal framework regulating the Transport Sector	Acts of corruption easily identified and sanctioned	Texts regulating the transport sector	Legal Department MINTRANS, MINTRANS	Sector enterprise heads, Trade Unions, MINTRANS Regional delegates, FLO, RLAs			
Redefine provisions regulating the transport profession	The role and prerogatives of each actor better known, Confusions disappear	Texts regulating the transport sector	Legal Department MINTRANS, MINTRANS	Sector enterprise heads, Trade Unions, MINTRANS Regional delegates, FLO, RLAs			
Simplify the procedure for obtaining administrative documents	Procedures shortened and timeframes for obtaining administrative documents reduced	Timeframe for obtaining transport documents	ACU MINTRANS	Sector enterprise heads, Trade Unions, FLO			
Involve Trade Unions in road, maritime and rail checks	Anti-corruption synergy created	Number of mixed controls involving professionals of the sector	ACU MINTRANS	Sector enterprise heads, Trade Unions, FLO			
Educate Trade Unionists and transport professionals on regulations in force in the Transport Sector	Opportunities for corruption due to the ignorance of users reduced	Number of sensitisation sessions organised, Number of actors trained	ACU MINTRANS	Sector enterprise heads, Trade Unions, CONAC, NGOs, CSOs			

National Anti-Corruption Strategy (2022-2026)

Set up anti-corruption management systems	Road controls effective and efficient	Illegal acts from administrative officials during road checks reduced	MINTRANS	ACU MINTRANS, Sector enterprise heads, Trade Unions, ANOR, CONAC			
Develop Codes of Ethics	Honest behaviours encouraged in the sector	Codes of Ethics of the sector	ACU MINTRANS	Sector enterprise heads, Trade Unions, ANOR, CONAC,			

Strategic axis 2: Education (Ensure the adoption of upright behaviour by stakeholders in the Transport Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Inform and train stakeholders in road transport on the dangers of corruption	Stakeholders prepared and equipped to resist corruption	Number of persons trained and training sessions organised	Anti-Corruption Unit of MINTRANS	Sector enterprise heads, Trade Unions, CONAC CSOs The media			
Educate trade unionists on regulations in force	The regulations in force on Trade Unions mastered by stakeholders	Number of stakeholders sensitised and training sessions, Number and type of offenses due to ignorance of texts	Trade Unions of the sector	ACU MINTRANS			
Educate road users on ethics and morals	Users imbued with moral values to adopt upright behaviours	Number of stakeholders sensitised and training sessions, Number and type of offenses due to ignorance of texts	ACU MINTRANS	Trade Unions of the sector CONAC			
Sensitise stakeholders on the preservation of road heritage	Destructions caused on road reduced Roads are better preserved	Unpatriotic behaviours (including corruption) on road assets reduced	ACU MINTRANS	Sector enterprise heads, Trade Unions, CSOs Media RLAs			
Introduce the fight against corruption in the training of transport actors	Actors imbued with anti-corruption issues	Anti-corruption training programmes	Directors of training schools	Sector enterprise heads, Trade Unions, CSOs. Media RLAs			

Strategic axis 3: Conditions (Render sake stakeholders of the sector less vulnerable to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Implement the collective convention in force in the transport sector	Salaries of workers in the sector regularly adapted to circumstances Vulnerability of stakeholders reduced	Treatment of salaries of workers	Sector enterprise heads and Trade Unions	CONAC CSOs			
Develop and adopt career profiles of workers in the sector	Workers have a better career profile and now shun corruption so as to advance in their career and be promoted to duty posts	Career profile	Sector Trade Unions Sector, Companies Managers	MINTRANS, MINFI			
Build the capacity of Transport stakeholders through refresher courses	Skills of sector workers increased and revitalised	Number of workers trained, Number of training sessions	Sector Trade Unions Sector, Companies Managers	MINTRANS			
Ensure good quality equipment for the collection of taxes (weighing station, tollgate materials, etc.)	End of regular breakdown of weighing station materials; Revenue from the sector collected and safe	Number of registered breakdowns; Collected tax level	MINTP; MINTRANS	MINFI TFP			
Pay allowances to workers of weighing stations and tollgates, regularly	Swindling from revenue reduced; State revenue increased; Workers are motivated to produce more	Revenue level; Regularity of allowance payment	MINTRANS; MINFI	Sector Trade Unions			

Strategic axis 4: Incentive (Set up mechanisms to identify and promote merit in the Transport Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Award prizes for the best employee/transporter in enterprises and nationwide	Best workers rewarded	Number of workers rewarded	Sector company heads and Trade Unionists	Prime Minister, Ministers (MINTRANS, MINEFOP, MINTSS, etc.)			
Encourage best workers of the sector	Best practices propagated in the sector	Number of workers promoted from agents to senior staff	Sector company heads and Trade Unionists	Prime Minister, Ministers (MINTRANS, MINEFOP, MINTSS, etc.)			
Institute competitions for the best transport companies in the sector and nationwide	Best companies in the sector encouraged; Professional image is rewarded	Number of companies rewarded	Sector company heads and Trade Unionists	Prime Minister, Ministers (MINTRANS, MINEFOP, MINTSS, etc.), CONAC, CSOs, media			
Encourage best practices within companies	Best professional and management practices	Type and number of companies rewarded;	Sector company heads and Trade	Prime Minister, Ministers (MINTRANS, MINEFOP, MINTSS,			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
	popularised within the sector	Anti-corruption management scheme put in place in companies	Unionists	etc.), CONAC, CSOs, media			

Strategic axis 5: Sanction (Institute a “Zero tolerance” principle of acts of corruption in the transport sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Carry out regular verification of transport documents	Documents identified as fake or tainted with corruption withdrawn from circulation	Number of fake documents or obtained through corruption	CONAC	MINTRANS, Company heads and Trade Unions			
Suspend and withdraw all licences obtained through bribery	Bribery is violently fought in the sector	Number of licences suspended or withdrawn	ACU and Legal Department of MINTRANS	Company heads and Trade Unions			
Engage legal procedures against persons or companies guilty of corruption to obtain any transport document	Stakeholders dissuaded from acts of corruption	Number of moral or legal persons prosecuted and sanctioned for corruption	SCC and other Courts	MINTRANS Company heads and Trade Unions			
Issue authorisations and licences only to companies with solid financial resources	Adventurers excluded from the sector	Related provisions in the Cameroon Investment Code	MINTRANS	Company heads, ARMP			
Sanction, systematically, any public agent, employee who encourages or conceals corruption in the sector	Acts of corruption systematically sanctioned	Number and type of sanction; Number of persons sanctioned	SCC and other Courts	ACU MINTRANS, CSOs for denunciations, CONAC			
Protect whistleblowers against possible reprisals	Acts of corruption in the sector easily exposed	Protection mechanisms of whistleblowers identified	ACU MINTRANS	NAC, CSOs, Media, etc.			

9.5. ACTORS TO IMPLEMENT THE STRATEGY IN THE TRANSPORT SECTOR

Sub-sectors	Categories od actors		
	Leaders	Middlemen	Beneficiaries
Driving schools	Proprietors of driving schools	Controllers of Driving schools Driving school instructors	Driving school students; Drivers, users
Driving tests	Regional and Divisional Delegates	Members of different juries	
Transportation permits issuance Procedures	The Minister and Officials of Central Services	Regional Delegates of Transport.	
Tollgates and road, rail, maritime and airport controls	The Minister and Officials of Central Services	Regional Delegates of Transport	
Weighing stations and tollgates	The Minister and Officials of Central Services	Regional Delegates and Service Heads of Transports, partners	

CHAPTER 10

ANTI-CORRUPTION STRATEGY FOR THE FORESTRY AND ENVIRONMENT SECTOR

1.1. MANIFESTATIONS AND CAUSES OF CORRUPTION

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Concussion of State employees of the sector • Revenue embezzlement • Trafficking of all sorts to obtain operating licences • Excessive and fraudulent exploitation of wood recovery permits by logging companies. • Granting and payment in cash and in kind of undue advantages to auditing teams. • Non-compliance with regulations on the award and the use of secured operating documents. • Complacent management of the labeling of forest and wildlife resources • Selective application of sanctions under the regulations in force • Non-compliance with species authorised by the logging license. • Award of concessions by the cross-ministerial commission to companies associated with those known for their large-scale illegal exploitation activities • Forest exploitation by companies without referring to a map approved by the authorities • Award of exploitation permits on mutual agreement. • Falsification of technical reports, • Insider trading • Excessive and fraudulent exploitation of community forests by industrial operators. 	<ul style="list-style-type: none"> • Low wages • Bureaucracy and administrative bottlenecks • Absence of civic responsibility • Ignorance of procedures and legislation • Poverty and misery of the populations • Illicit and fast enrichment • Facility cult as opposed to the cult of effort • Laxism in sanctioning acts of corruption

The Forestry and Environment sector is the second main provider of revenue to the State, after the oil sector. In addition, it is one of the few sectors that allow local residents to enjoy revenue from environmental resources either directly or indirectly through the payment of forestry royalty to local councils, as part of the policy to support local development initiated by the Government.

Corruption is rife in the forest/environment sector, with direct consequences being depletion of environmental resources and a substantial reduction of the sector's contribution to national development (as the State does not receive all the revenue produced by the sector).

REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE FORESTRY AND ENVIRONMENT SECTOR

Sub-sectors	Corruption intensity
Forestry and Wildlife	6.25
Environment	5.59
Sector average	5.92 points on 10

Measures taken by the Ministry of Forestry and Wildlife as part of its sector-based anti-corruption strategy have led to a significant improvement in the intensity of corruption in the sector with a score that

went from 7.27 points in 2011 to 5.92 points in 2015. Although the results were encouraging, they remain below expectation. They are the result of concerted action by the Ministry and the people, community and Civil Society Organisations, the media, FLO and development partners. Several measures adopted and implemented have significantly contributed to this improvement:

- ✓ development, popularisation and implementation of MINFOF's "Most Honest Agent" guide, which aims at improving the performance of MINFOF's agents by highlighting values like integrity;
- ✓ organisation of several training courses aimed at setting up integrity models within MINFOF devolved services and production of a Forest Controller's Guide;
- ✓ implementation of the Rapid Results Initiative (RRI) in eight (08) Regions of Cameroon;
- ✓ implementation of a programme to eradicate swindling at the various Forestry Control and Hunting Posts (PCFC) of the Ministry of Forestry and Wildlife (MINFOF) on our highways;
- ✓ development and signing of Integrity Pacts involving partners of the Ministry of Forestry and Wildlife (MINFOF), which are Community Forest Managers, buyers and sellers of timber and wildlife products, Transporters, etc.

10.2. DIAGNOSIS OF ANTI-CORRUPTION INITIATIVES IN THE FORESTRY AND ENVIRONMENT SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Low level of denunciation of malpractices • Inadequate legislation governing the processing and commercialisation of wood and other forest products • Non-dissociation of administration, follow up and control duties from those of production and trade of forestry products • Splitting of forestry tax collection administrations • Lack of visibility / coordination / synergy in the anti-corruption initiatives • Lack of connection between the administrative and judicial scope of litigation • Low technical capacity of forest controllers • Lack of enforcement provisions of the legal framework. • Mismatch between offenses, penalty amounts and size of sponsors • Vagueness of the blueprint law on civil and criminal liability of legal and moral persons. 	<ul style="list-style-type: none"> • Signature of FLEGT agreement • Adoption by Cameroon of ITTO principles, criteria and indicators • Existence of studies on forest governance to better identify and combat various frauds. • Review process of the Forestry Act • The will to change of some stakeholders in the industry • Ratification of CITES, APV FLEGT conventions, • Increased obligation to certify wood for sale in the EU • Existence of a political commitment (creation of CONAC, "Operation Sparrow hawk", Law on declaration of properties and assets, ratification of conventions on the fight against corruption) • Involvement of all stakeholders to reflect on the development of a national anti-corruption strategy for the sector • Institution of a national forest and wildlife control • Development of a legislation implementing the blueprint law • Review process of the blueprint law on environmental management

10.3. ANALYSIS OF THE CHALLENGES ON THE FIGHT AGAINST CORRUPTION IN THE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • The preservation of biodiversity within the territory of Cameroon and the Gulf of Guinea • The increase in revenues related to wildlife and the promotion of tourism • Improvement of the perception index of Cameroon 	<ul style="list-style-type: none"> • Effective implementation of the Forest Environment Sector Programme (FESP) • Development, promotion and safety of protected areas and potential sites for ecotourism • Promotion and compliance with the concept of Cameroon product certification • Effective implementation of legal reform under the VPA

<ul style="list-style-type: none">• Improvement of the image of Cameroonian products on the international market• Protection and accountable management of forest and wildlife resources	<p>Cameroon-EU for a coherent framework regulating forest exploitation and integrating international ratified legal instruments</p> <ul style="list-style-type: none">• Effective establishment of a possession chain system for forest and forest products confirming legal compliance and incorporating the results into the IFIS database
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10.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE FORESTRY AND ENVIRONMENT SECTOR

Strategic objectives:

Strategic objective 1: Reduce the intensity of corruption in the sector of Forestry and Environment by 2035 so that the sector can better contribute to the welfare of the population.

Strategic objective 2: Improving forestry governance (in the financial, administrative and human domains).

Strategic axis 1: Prevention (Develop mechanisms to eliminate corruption opportunities in the Forestry and Environment Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Update and modernise the legal framework in forestry and environment	The legal framework is updated to adapt to the current context of evolution	Availability of these texts	Legal Departments MINFOF / MINEPDED	MINREX, CSOs			
Decentralise the issuance of some small-scale enterprise licenses	License issuance costs reduced	Appropriate duration for issuing a license	MINFOF /MINEPDED	Sector company heads Employee Trade Unions			
Develop a policy to progressively suppress the litigation transaction system	Sanctions and fines easily paid by offenders	The issue of abolishing transactions discussed among stakeholders of the sector	MINFOF /MINEPDED	Sector company heads			
Develop a Code of Conduct for business people and State employees	Honesty and integrity encouraged in the sector	Code of Conduct	MINFOF /MINEPDED	Sector company heads and employee Trade Unions			
Coordinate control systems in the sector	Corruption and collusion during road checks reduced	Mechanisms for collaboration between MINFOF and MINEPDED during road checks	MINFOF /MINEPDED	Sector company heads and employee Trade Unions			

Strategic axis 2: Education (Lead stakeholders to behavioural change)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Popularise regulations governing forestry and wildlife activities	Wildlife sector regulation mastered by forest and wildlife sector actors	Forestry and wildlife regulatory instruments available Number and type of offences	MINFOF MINEPDED	Sector company heads and employee Trade Unions			
Introduce Ethics / Integrity into the curricula of Water and Forest staff training schools	Ethics/Integrity adopted by agents of Water and Forest in the exercise of their professional activities.	The principle of integrating courses on ethics is adopted by Water and Forestry school authorities	MINFOF MINEPDED	Sector company heads, Heads of training centres, employee Trade Unions, CONAC,			
Popularise procedures for obtaining the various official documents in the sector	Corruption reduced in the process of obtaining official documents	Procedures to obtain official documents	MINFOF MINEPDED	Sector company heads, Heads of training centres, employee Trade Unions, CONAC, CSOs, Media			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Display price list of paid services	Payment of illegal fees by users reduced	Actual payment to be rendered any service	ACU MINFOF and MINEPDED	CONAC CSOs Media			
Set up suggestion boxes to collect proposals to curb corruption	The expectations of users known	At least one box set up in each central and devolved service	ACU MINFOF and MINEPDED	CONAC CSOs Media			
Organise workshops on environmental education	Users and other targets in the sector accustomed with environmental issues	Number of training workshops organised	MINFOF and MINEPDED	Sector company heads, Heads of training centres, employee Trade Unions, CONAC, CSOs			
Educate operators on the necessity to comply with the law	Probity and integrity enhanced among exploitation companies	Number and type of illegal acts by forest exploiters	ACU MINFOF and MINEPDED	Sector company heads and Trade Unionists			
Develop / update Codes of Conduct for professionals	Ethical rules respected by professionals	Codes of conduct	ACU MINFOF and MINEPDED	Sector company heads and Trade Unionists			
Educate communities on the notion of public interest	The notion of public interest grasped by the community	Number and type of illegal acts by forest exploiters	ACU MINFOF and MINEPDED	CONAC CSOs			
Set up whistleblowing/complaints collection mechanisms	Complaints from whistle-blowers and victims collected securely	Whistle-blowing and complaints collection mechanism identified	ACU MINFOF and MINEPDED	CONAC CSOs			
Continuously train organisation leaders through refresher courses	Leaders' ability to understand texts and draft minutes strengthened.	Number of training sessions and themes Number of persons trained	Sector company heads Employee Trade Unions	MINFOF; MINEPDED CSOs; CONAC			
Publish sanctions imposed on offenders	Illegal acts in the sector deterred.	Number of sanctions published	ACU MINFOF and MINEPDED	MINFOF; MINEPDED CONAC; CSOs			
Organise exchange visits to countries with a better integrity index in the sector	Best practices of leading countries in environmental governance known.	Number of exchange visits organised Number and quality of managers who have benefited from these visits	MINFOF MINEPDED	Sector company heads and Trade Unionists			
Raise awareness and provide training on investigation and whistleblowing methodologies	Corrupt acts and practices increasingly exposed	Number and types of denunciations	ACU MINFOF and MINEPDED	CONAC CSOs			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Establish consultation mechanisms and involve the local population in anti-corruption initiatives	Consultation mechanism in the Forestry and Environment sector operational	Consultation system actually used by stakeholders	MINFOF MINEPDED	Sector company heads and Trade Unionists			
Raise public awareness on the dangers of corruption	The population refrained from committing or encouraging acts of corruption	Awareness-raising mechanisms put in place	ACU MINFOF and MINEPDED	CONAC; CSOs; Media			
Popularise anti-corruption laws	The corrupt no longer hide behind their victims' ignorance of their rights	Anti-Corruption laws known	ACU MINFOF and MINEPDED Legal departments (MINFOF/MINEPDED)	CONAC; CSO; Media			

Strategic axis 3: Conditions (Enable stakeholders of the sector to be less vulnerable to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set a time limit for processing each type of file	Files are treated with celerity Corruption reduced in the file treatment process	File processing time limit	MINFOF MINEPDED	Sector company heads and Trade Unionists			
Implement the legal framework on wood recovery in a cautious manner	Abandoned timber retrieved by residents The income of residents improved	Timber recovery terms	MINFOF MINEPDED	Legal Department and ACU MINFOF			
Improve coordination between the various administrations	Quality of public service improved Issue of want of jurisdiction resolved	Mechanisms for improving coordination between the administrations	MINFOF MINEPDED	ACUs MINFOF and MINEPDED			
Improve the current working conditions	The vulnerability of forest and environment sector employees reduced	Number and nature of complaints on working conditions	Sector company heads and Trade Unionists	MINFOF MINEPDED			

Strategic axis 4: Incentives (Identify and reward merit in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institute competitions for the best employee/transporter in the company and nationwide	The best professionals are rewarded	Number of professionals rewarded	Sector company heads and Trade Unionists	MINFOF and MINEPDED			
Encourage the best employee in the sector	Best practices popularised within the sector	Number of employees promoted from agents to senior staff	Sector company heads and Trade Unionists	MINFOF and MINEPDED			
Institute competitions for the best transportation company in the sector and nationwide	Best companies encouraged Preservation of professional image rewarded	Number of companies rewarded	Sector company heads and Trade Unionists	ACU MINFOF and MINEPDED			
Promote best practices within companies of the Forestry and Environment sector	Dissemination of best professional practices in the sector	Type and number of companies rewarded Type of anti-corruption management system put in place in the company	Sector company heads and Trade Unionists	ACU MINFOF and MINEPDED			

Strategic axis 5: Sanctions (Systematically sanction offenses in the Forestry and environment Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Carry out regular checks on exploitation permits	Fake permits and those obtained through corruption detected and withdrawn	Number of fake licences withdrawn	CONAC	MINFOF, MINEPDED Sector company heads and Trade Unionists			
Suspend or withdraw any authorisation or license obtained through bribery	Vehement fight against bribery in the sector	Number of authorisations or licenses suspended or withdrawn	ACU and Legal Departments MINFOF/ MINEPDED	Sector company heads and Trade Unionists			
Engage legal proceedings against natural or moral persons guilty of corruption	Dissuasion of acts of corruption	Number of natural or moral persons prosecuted and sanctioned for corruption	SCC and other Courts	MINFOF, MINEPDED Sector company heads and Trade Unionists			
Issue authorisation and licenses only to financially viable companies	Adventurers excluded from the sector	Related provisions in the Cameroon Investment Code	MINFOF and MINEPDED	Sector company heads, ARMP			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically sanction any State agent, employee, auditor, guilty of concealing or encouraging corruption in the sector	Acts of corruption systematically sanctioned	Number and form of sanction Number of persons sanctioned	SCC and other Courts	ACU MINFOF and MINEPDED CSOs, CONAC			
Protect whistleblowers against possible reprisals	Acts of corruption in the sector easily exposed	Whistleblower protection mechanism identified	ACU MINFOF and MINEPDED	CONAC, CSOs, Media, etc.			
Reinstitute the post of Independent Observer in charge of forest control	Corruption in the exploitation of forest reduced	Yearly report on forestry governance published	ACU MINFOF and MINEPDED	CONAC, CSOs, Media, etc.			

10.5. ACTORS TO IMPLEMENT THE STRATEGY

Sub-sector	Categories of actors			Analyses
	Leaders	Middlemen	Beneficiaries	
Forestry Management	MINFOF, MINEPDED, MINDEF, MINAT	CSOs, media, locally elected leaders	Water and Forest agents, professionals, users	Poor coordination between institutions makes it difficult to obtain information, thus helping to create a breeding ground for corruption
Wildlife Management			Water and Forest agents, professionals, users, local population	
Forestry tax	MINFOF, MINEPDED; MINFI		Water and Forest agents, professionals, users	Forestry taxation is also a source of corruption. In this case coordination between different actors is important
Trade in environmental resources	MINFOF, MINEPDED, MINFI, MINTRANS, MINDEF, Consular Services (CAPEF)		Water and Forest agents, professionals, users	Parallel sales points are resistant
Management of human, financial and material resources	MINFOF, MINEPDED, MINFI			Poorly managed human resources cause frustration, and result in corruption

CHAPTER 11

ANTI-CORRUPTION STRATEGY FOR THE STATE PROPERTY AND LAND TENURE SECTOR

11.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Illegal sale of unregistered land parcels • Bribery to obtain minutes of waiver of customary rights • Forgery and use of forged documents in land transactions • Attribution of communal land in violation of laws in force • Collection of payments for free services by land and survey agents • Land and property speculation in vogue • Opaqueness in land expropriation for public utility • Issuance of fake land certificates • Fraudulent removal of documents from files submitted for land registration • Illegal attribution of State virgin and exploited land to private persons • Abnormally long duration for processing land registration files • Land grabbing by traditional and political authorities in some Regions of Cameroon 	<ul style="list-style-type: none"> • Poor working conditions in the sector • Complaisance in applying sanctions against lawbreakers • Ignorance of the law by users • Penchant for self-enrichment at all cost • No coherent policy on low-cost housing • Access difficulty to landed property or to land and property loans • Lack of ethics and integrity of some actors • High urbanisation rate (45%) with no predefined urban plan • Non-compliance with urban planning where such plans exist • Money laundering through landed property • Difficulties for women to inherit landed property
<p>After the unification of Cameroon in 1972 reforms were carried out to harmonise the legal framework of the land tenure sector in 1974. This harmonisation led the government to publish several legal instruments thereto, some of which are:</p> <ul style="list-style-type: none"> • Ordinance No 74-1 of 6 July 1974 to regulate the land tenure system and subsequent amended instruments; • Ordinance No 74-2 of 6 July 1974 to determine State land and its subsequent amended instruments; • Law No 85-09 of 4 July 1985 relating to expropriation for public utility and compensation terms; • Decree No 2005/178 of 27 May 2005 to organise the Ministry of State Property, Surveys and Land Tenure (MINDCAF); • Decree No 2005/481 of 16 December 2005 to amend and supplement certain provisions of decree no 76/165 of 27 April 1976 to set conditions for acquisition of land certificates. <p>However, the entire sector is still plagued with corruption, encouraged by land and property owners, buyers, administrative authorities and agents, Senior officials in Ministries and judicial authorities, as well as real estate brokers and informal middlemen. Corruption is a real threat to achieving the objectives set for this sector in the NDS 20-30, notably:</p> <ul style="list-style-type: none"> ✓ development of land parcels according to the needs of the primary and secondary sectors; ✓ production of a cadastral map containing the cadastral maps of all councils in Cameroon; ✓ constitution of land reserves earmarked for the development of projects of general interest; ✓ development of land parcels for residential purpose. 	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE LAND TENURE AND STATE PROPERTY SECTOR

Sector: Land tenure and State Property	Corruption intensity: 5.94 points on 10
Despite this relatively high average, the corruption intensity has significantly dropped according to the 2010 data assessed at 6.68/10.	

11.2. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE LAND TENURE AND STATE PROPERTY SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Non-compliance with legislation on land and property transactions • Lack of a specialised body on land and property management • Insufficient resources allocated to anti-corruption structures in the sector • Lack of an inventory of State property and real estate assets • Conflicts of jurisdiction between administrations in charge of land tenure and housing • Multiplicity of unauthorised Middlemen • Insufficient control mechanisms • Insufficient public information on procedures • Lack of transparency in the management of State property and real estate assets • Resistance of actors to change • Existence of many forged documents 	<ul style="list-style-type: none"> • Computerisation of services • Reinforcement of the legal framework in land matters (Decree N° 76.165 of 27 April, 1976, to lay down conditions of obtaining land certificates, amended and supplemented by Decree N° 2005/481 of December 16, 2005) • Mobilisation of CSOs in the sector • Decentralisation process underway • Existence of a public information policy on land and real estate issues • Existence of an ACU within MINDCAF • Creation of one-stop shops to facilitate land and property transactions • Existence of a sector-based anti-corruption strategy in the land and real estate sector
<p>The difficulty of fighting corruption in this sector lies in the lack of enough mastery of regulations governing land and property management practices and procedures. Another difficulty is the lack of a reliable and unique data reference system.</p> <p>Indeed, Cameroon is currently drawing up a land plan and land register.</p> <p>The presence of unauthorised Middlemen also encourages corruption. Undeniably, Middlemen abound because of the lack of enough qualified personnel in the sector and the resistance of some categories of actors to reforms initiated since 1974.</p>	

11.3. ANALYSIS OF THE CHALLENGES IN THE FIGHT AGAINST CORRUPTION IN THE LAND TENURE AND STATE PROPERTY SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Preservation of social peace very often perturbed by land conflicts • Protecting property, maps, lands and land registries • Reliability of urban and rural development plans • Increase in State financial resources from the sector • Rebirth of confidence of users of the sector and particularly of domestic and foreign investors • Inviolability and security of land certificates • Reduction of the land speculation phenomenon • Increased investment in land and real estate • Better housing policy, community amenities and services • Better access to land by underprivileged social groups • Timely execution of major development projects • Strengthening State sovereignty 	<ul style="list-style-type: none"> • Systematic and rigorous application of texts governing the sector • Establishment of a reliable and unique land map referencing system • Professionalisation of actors of the sector • Improvement of working conditions of public officials in the sector • Qualitative and quantitative increase of the sector's human resources • Awareness of all stakeholders in environmental protection • Clarification of the roles and missions of the different administrations • Promoting a coordination framework commensurate with challenges in land issues • Implementing a system for transparent registration of land rights and land transactions • Creation of the database through land surveys in major cities.
<p>The main issue at the social level is preserving peace. This involves reducing land conflicts, promoting national integration, better housing policy, socio-collective amenities and sufficient services.</p> <p>Ecologically, the challenge is environmental management in line with the principles of sustainability and inter-generational solidarity.</p> <p>Finally, economically, it is important to exploit the enormous potential through safe management of State property, the land register, land tenure and land conservation which could increase State revenue considerably. At the same time, an inviolable land certificate makes national and international investors more confident.</p> <p>It is important to mention the security threats Cameroon is facing, which require the State to fully and completely control its land and property.</p>	

11.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN IN THE LAND AND STATE PROPERTY SECTOR

This action plan is based on the vision of a well-mastered land and State property management system that guarantees transparency and security of land transactions, environmental protection and an optimal contribution to the national economy.

STRATEGIC OBJECTIVES IN THE LAND AND STATE PROPERTY SECTOR

Strategic Objectives:

Strategic Objective 1: By 2035, the corruption perception index in the land and State property sector will reduce significantly.

Strategic Objective 2: By 2035, land ownership will be facilitated and made accessible to a greater number of persons.

Strategic Axis 1: Prevention (Combine detection and dissuasion instruments to eliminate opportunities for corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Secure archiving and protection of land documents.	The issuance of non-authentic instruments made difficult; Document losses limited; Consultation of land records facilitated; The physical integrity of documents assured	Technical and physical conditions of archiving Number of complaints related to losses Document consultation rate	MINDCAF MINHDU	Sector Company Heads; Employee Trade Unions; Investors			
Update the texts in force on land tenure and State property	Actors no longer benefit from legal loopholes or obsolescence of certain provisions to pose criminal acts	Updated Instruments	MINDCAF MINHDU	MINFOF MINEPDED MAGZI MAETUR RLAs CSOs Crédit Foncier			
Publish Cameroon land map and land register	Actors have a consensual land management tool	Land map	MINDCAF MINHDU NIC	Land registry TFPs CSOs			
Create the specialised trades in the sector	The roles and functions of public officials and other actors in the sector well defined The behaviours of professionals in the sector more responsible Conflicts reduced in the sector	Number of complaints / disputes recorded Existence of new trades created	MINHDU MINDCAF Training Institutions	Heads of companies in the sector; Employee Trade Unions; Investors			
Put urban development plans of all cities at the disposal of the population	Land scams and abusive dispossession reduced; Non-civic attitudes in the occupation of plots are reduced	Number of cities with urban development plan; Number of complaints	RLAs	MINHDU MINDCAF			
Create a joint control organ for the management of the national heritage	Accountable and rigorous management of land and property	Instruments for setting up and functioning of the organ	PRC; Office of the PM; NA	MINHDU MINDCAF Civil Society Organisations			
Place road signs in all dangerous or prohibited areas for construction	The purchase and sale of plots unfit for construction reduced; Crashing building accidents and deadly landslides reduced	Existence of road signs; Number of road signs	MINDCAF MINHDU	Heads of companies in the sector Trade Unions of employees Investors			
Create Anti-Corruption Units	Corruption practices and acts reduced	Existence of	Heads of	CONAC, MINDCAF			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
within structures of the sector (MAGZI, SIC, MAETUR)		functional units	companies in the sector Trade Unions of employees Investors	MINHDU			
Sensitise the authorities on the risks associated with the longevity of staff in positions of responsibility	Personnel occupying posts of responsibility are renewed at regular intervals; Bad practices are regularly controlled	Number of appointment and transfer decisions	PRC; PM	MAGZI; MAETUR SIC; Crédit Foncier, etc. Trade Unions of employees; Investors			

Strategic axis 2: Education (Encourage all stakeholders to adopt attitudes of integrity)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Popularise procedures manuals	Procedures known and implemented Drop in corruption	Number and type of procedures manuals	All ministries involved in land matters	All ministries involved in land matters; CONAC; ANOR; MINFOPRA			
Sensitise actors on corruption hazards	Awareness campaigns on corruption hazards realised; Actors more honest and upright	Number of campaigns; Variety and quantity of campaign tools	All ministries involved in land matters	Sector company heads; Employee Trade Unions; CONAC; CSOs; Media			
Popularise the user guide and the 100 MINDCAF Question-Answer Paper	Information on user guides and other issues made available	Number of user guides available	MINDCAF	Sector Trade Unions of employees			
Make the public aware of the possible sanctions against multiple sale of land	Fraudulent land transactions and court cases thereof reduced	Number of claims on multiple sale of land	RLAs; MINDCAF	CONAC; CSOs, Media			
Popularise procedures manuals	Procedures known and implemented Corruption drops	Number and type of procedures manuals	All ministries involved in land matters	All Ministries involved in land matters; CONAC; ANOR; MINFOPRA			
Draw up Codes of Ethics for the sector	Probity promoted	Codes of ethics	CONAC; ACU MINDCAF	Sector company heads; employee Trade Unions; Media; CSOs			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Promote the fight against gender inequality in matters of landed property ownership following inheritance	Gender no longer a criterion for land ownership in matters of inheritance	Ratio of vulnerable persons holding landed property; Ratio of vulnerable persons assisted by the sector	MINPROFF; MINAS; Sector Professionals, Civil Society Organisations	MAETUR; SIC; Crédit Foncier; RLAs			

Strategic axis 3: Conditions (Reduce the vulnerability of actors in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Advocate for the creation of a special account at MINDCAF	State land revenue secured	Existence of a special account	PM's Office; MINDCAF	MINFI			
Advocate for the computerisation of land registries	Direct contacts between users and agents of administrations reduced Opportunities for corruption reduced	IT asset growth rate IT management software operational program Number of computerised procedures	MINDCAF MINH DU	MINFI RLAs TFPs			
Provide sufficient logistics and financial resources to administrative and technical services	Services are equipped with competent human and sufficient material and financial resources	Sufficient and competent staff; Existence of a pool of appropriate equipment	MINDCAF; MAGZI; MAETUR; Crédit Foncier, etc.	MINFI RLAs TFPs			
Set up a reliable and unique geodetic reference system	Land certificate inviolable and final; Actors' confidence in land certificates restored	Number of Land Certificate applications	MINDCAF MINH DU	MINEPDED MINFOF RLAs TFPs			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve the technical framework and land management tools	The phenomenon of false documents and fraudulent transactions of land certificates reduced Actors do not take advantage of the existing legal voids to commit offences	Number of land certificate revision applications	MINDCAF MINHDU	TFPs MINEPDD MINFOF			

Strategic Axis 4: Incentives (Recognise and value merit in sector actors)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institute competitions for the best employee within companies and at the national level	The best professionals rewarded	Number of professionals rewarded	Heads of sector companies; Employees of sector Trade Unions	MINDCAF MINHDU			
Encourage the best employees in the sector	Best practices are disseminated among professionals in the sector	Number of professionals promoted from agent to senior staff	Number of companies rewarded	Company heads in the sector; Unions sector employees			
Institute competitions for the best company within the sector and at national level	The best companies in the sector encouraged; The professional image promoted	Number of companies encouraged	Company heads in the sector; Unions sector employees	ACU MINDCAF and MINDHU			
Label RLAs and municipal services whose land management is deemed decent	The eligibility criteria known and applied; A healthy competition maintained between municipal services	Number of labels awarded; Proportion of actors labeled according to the demand	Labeling structures	CONAC ANOR CSOs			
Encourage taxpayers identified for spontaneous and regular payment of their property taxes	The payment of property taxes becomes spontaneous	Number of distinguished taxpayers Percentage increase in property tax contributions to the economy	Taxation services RLAs	ACU MINFOF and MINEPDED			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Encourage the best practices within enterprises in the sector	Best professionals and managerial practices disseminated in the sector	Types and number of companies awarded prizes; Types of anti-corruption management systems set up in transport companies	Business operators in the sector; Trade Unions representing employees in the sector	ACU MINFOF and MINEPDED			

Strategic axis 5: Sanctions (Systematic crack-down on violations in the Land Tenure and State Property sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Operate regular checks on ownership deeds	Forged deeds and those obtained through corruption detected and withdrawn from circulation	Number of forged deeds detected and withdrawn from circulation	CONAC; Property and Assets Declaration Commission	MINDCAF MINHDU Heads of sector companies Union sector employees			
Suspend or withdraw any authorisation, license or certificate, obtained through bribery	Bribery eradicated from the sector	Number of authorisations or licenses suspended or withdrawn	ACU and Legal Departments of MINDCAF and MINHDU	Heads of sector companies Union sector employees			
Initiate criminal prosecution against any person or company that resorted to bribery to obtain a deed	Acts of corruption discouraged	Number of natural and morals prosecuted for corruption	SCC and other Courts	MINDCAF MINHDU Heads of sector companies Union sector employees			
Issue authorisations only to companies with solid financial stability	Adventurers excluded from the sector	Related provisions in Cameroon Land Code	MINDCAF MINHDU	Heads of sector companies ARMP			
Sanction, systematically, any public agent, employee, or controller guilty of concealing or encouraging corruption in the sector	Acts of corruption systematically suppressed	Number and type of sanction pronounced; Number of persons sanctioned	SCC and other Courts	ACU MINDCAF and MINHDU; CSOs for denunciations; CONAC			
Protect whistleblowers against possible reprisals	Acts of corruption in the sector easily identified	Whistleblower protection mechanism identified	ACU MINDCAF and MINHDU	CONAC, CSOs, Media, etc.			
Publish corruption related sanctions	Acts of corruption discouraged	List of sanctions	CONAC, Media	ACU MINDCAF, MINHDU, Sector company heads, SIC, etc.			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Protect corruption whistleblowers	Corruption denunciation mechanism put in place	Number of denunciations deemed founded; Number of precautionary actions taken	CONAC MINJUSTICEFLO	ACU MINDCAF, MAGZI, SIC, MAETURE, Crédit Foncier,			
Remove the charges of complacent notaries	Notaries deterred from acts of corruption	Number of charges withdrawn	MINJUSTICE	Courts			
Revive the Independent Observer post in the CPM industry	Corruption in the obtainment and use of deeds reduced	An annual report on the state of governance in the sector	ACU MINFOF and MINEPDED	CONAC, CSOs Media, etc.			
Systematically destroy buildings in areas prohibited for construction	People discouraged from building in construction prohibited areas	Number of demolished buildings	MINDHU RLAs MINAT	MINDCAF Courts			

11.5. ACTORS TO IMPLEMENT THE ANTI-CORRUPTION STRATEGY IN THE LAND TENURE AND STATE PROPERTY SECTOR

Sector	Categories of actors		
	Leaders	Middlemen	Beneficiaries
Land Tenure and State Property	Judiciary Mayors Regional and Divisional Delegates of MINDCAF Joint commissions Traditional rulers Administrative authorities Tax Administration SIC MAETUR MAGZI Advisory Commissions MINHDU, MINDCAF Courts	Real estate agents and promoters Buyers Land surveyors Landowners Land Registrar Users Mayors Promoters Municipal authorities Technical and financial services FLO	Landlords/ tenants Real estate agents Notaries Local residents Real estate expert Families Economic operators Users

CHAPTER 12

ANTI-CORRUPTION STRATEGY FOR THE TOURISM SECTOR

12.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE TOURISM SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Ransoming of tourists by various actors (FLO, hoteliers, service providers, etc.) • Bribery for authorisations to open touristic institutions • Influence peddling and diverse abuse of power by public officials and operators of the tourism sector • Substitution and/or use of false identities for applications or change of status of tourist establishments • Non-compliance with formalities for obtaining approvals • Whimsical classification of tourist establishments • Poor reception and abusive examination of tourists on Cameroon's borders • Arbitrary pricing of art objects at the borders • Development of sex tourism • Proliferation of fake tourist guides that scam tourists 	<ul style="list-style-type: none"> • Lack of transparency in recruiting tour guides • Insufficient training of tour guides and other workers in the sector • Complex administrative formalities related to tourist activity • Ignorance of regulatory and legal provisions by users of tourism services • Administrative bottlenecks • Longevity in posts of responsibility • Poor working conditions • Laxity in sanctioning acts of corruption in the sector • Prevalence of personal interests over general interest • Excessive centralisation of decision-making power • Inadequacy between political speech and allocated resources • Lack of tourism culture in some actors • Insufficient platform for consultation and cooperation • Lack of enough and quality financial and human resources • Absence of a sector-specific information system
<p>The anti-corruption strategy in the Tourism Sectors seeks to protect the potential and key role of tourism in the economic development and the promotion of Cameroon's image.</p> <p>The diagnosis brings out a contrast between the immense potential and meager results achieved, as well as reveals the existence of numerous failures and the lack of ethics in the behaviour of actors and stakeholders in the sector.</p>	

2015 REFERENCE DATA ON CORRUPTION INTENSITY IN THE SECTOR

Sector: Tourism	Corruption intensity: 5 points on 10
<p>The intensity of corruption in the Tourism Sector in 2015 is clearly decreasing. It moved from 6.58 points in 2011 to 5 points in 2015. This favourable trend is attributed to the involvement of public officials and private actors in implementing NACS. Major strides have been made in the fight against bribery to obtain licenses, identify and close clandestine structures and to develop a user guide that has triggered a considerable reduction in the processing time of files.</p>	

Despite this decline in corruption, much still needs to be done as Cameroon is endowed with enormous potential which remains unexploited because of the prevailing high level of corruption. However, government’s efforts to curb corruption are gradually attracting major hotel groups to invest in Cameroon.

Anti-corruption actions should thus be reinforced in the sector to create jobs, promote growth and restore the confidence of actors and tourists.

12.2. DIAGNOSIS ON THE ANTI-CORRUPTION DRIVE IN THE SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Insufficient professional consciousness • Insufficient resources allocated to anti-corruption structures • Complicity between tourism entrepreneurs and government staff • Non-existence of a specific anti-corruption law in Cameroon • Lack of popularisation of results of anti-corruption actions in the sector • Conflict of interest of some government staff who are both private promoters and policy makers in government 	<ul style="list-style-type: none"> • Existence of the tourism training schools • Existence of anti-corruption mechanisms and structures • Existence of a specific legal framework for the tourism sector • Existence of an anti-corruption strategy in the tourism sector
<p>Generally, the Tourism Sector lacks both human resources (insufficiently qualified personnel) and material and financial resources, whereas the number of tourists has increased from 500 000 in 2011 to 900 000 in 2013.</p> <p>This hampers the fight against corruption in the sector and justifies the poor results obtained so far.</p>	

12.3. ANALYSIS OF THE ANTI-CORRUPTION CHALLENGES IN THE SECTOR OF TOURISM

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Improvement of Cameroon’s image • Decent jobs creation • Continuous increase in the number of tourists in Cameroon • Increase in foreign investment • Contribution to a strong and sustained economic growth • Increase in tourism revenue in the GDP • Improvement of quality services • Improved competitiveness of the tourism potential 	<ul style="list-style-type: none"> • Availability of basic infrastructure • Availability and promotion of tourism products • Implementation of an attractive tourism policy • Capacity-building of training schools and staff • Existence of an anti-corruption strategy in the tourism sector
<p>Better governance involving actions defined on the basis of PrECIS results in a significant decline in corruption in the Tourism sector, notably through:</p> <ul style="list-style-type: none"> • improvement of Cameroon's image; • a significant attraction for tourists and investors; • a significant contribution of the Tourism Sector to national GDP; • strengthening the growth rate of the sector. 	

12.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE TOURISM SECTOR

Strategic objectives

Strategic Objective N ° 1: Adopt integrity in tourism businesses creation, issuance of authorisations and hotel classification procedures.

Strategic Objective N ° 2: Place probity at the heart of the relationship between tourists and sector stakeholders.

Strategic Axis 1: Prevention (Combine instruments of detection and deterrence to eliminate corruption opportunities)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Computerise procedures	Corruption opportunities following agent/user contact restricted; Files traceability increased	Computer equipment installed; Computer system operational	MINTOUL	ACU MINTOUL and Computer Services			
Post service costs	Transparency of procedures reinforced; The applicable costs known in advance	Existence of information channels and tools on the cost of procedures	MINTOUL; Heads of companies in the sector; Employee Trade Unions of the sector	ACU MINTOUL; CONAC			
Update the MINTOUL website	Stakeholders better informed and less vulnerable	Website functional and regularly updated	MINTOUL; Computer Service MINTOUL	ACU MINTOUL			
Draft a procedures manual for the creation of tourist establishments	The approach and the process of creating tourist establishments better known	Existence of a procedures manual for the creation of tourist facilities	ACU MINTOUL	CONAC; Sector company heads; Employee Trade Unions			
Reduce procedure costs	Corruption caused by high procedural costs reduced	Adoption of texts on reducing costs of procedures in the sector	MINTOUL; MINFI	ACU MINTOUL; Sector company heads; Employee Trade Unions			
Reduce longevity in posts of responsibility	Corruption networks dismantled	Decisions to change officials regularly	PRC; PM's Office	MINFOPRA MINTPS MINFI MINTOUL			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Impose the wearing of badges by staff of tourist establishments	Lawbreakers easily identified	Existence and application of a law to institute the wearing of badges in all services of the sector	ACU MINTOUL	PM's Office; ACU MINTOUL			
Create one-stop shops in all Regions for procedures in the tourism sector	The process of creating tourism businesses facilitated	Existence of a one-stop shop in the ten regions of the country	MIMPEEMESA	PM's Office; ACU MINTOUL			

Strategic axis 2: Education (Sensitise all stakeholders on the criminal nature of corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Introduce an anti-corruption module in tourism training curricula	Values of integrity and honesty inculcated in potential sector professionals	Existence of an anti-corruption module in training curricula	ACU MINTOUL; Heads of training centres in the sector	Sector company heads; Employee Trade Unions; CONAC; MINTOUL; ACU MINTOUL			
Sensitise all stakeholders on the need to adopt ethical behaviour in the tourism sector	Actors of the sector exhibit probity and integrity	Number of programmes broadcast; Number of initiatives taken in this domain by each stakeholder	ACU MINTOUL	Sector company heads; Employee Trade Unions; CONAC; CSOs; Media			
Organise ethics training workshops for sector staff	Probity is integrated as a cardinal value in the tourism sector	Number of training workshops organised on probity and integrity	ACU MINTOUL	Sector company heads; Employee Trade Unions; CONAC; CSOs; Media			

Strategic axis 3: Conditions (Improve the work environment of public officials in the tourism sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Provide sector employees with sufficient and adequate work equipment	Imposition of public service provision costs on users reduced	Correspondence between work equipment and needs	MINTOUL	ACU MINTUOL; Sector Trade Unions			
Comply with the collective agreement to improve working conditions	The vulnerability of professionals in the sector reduced	Legal and regulatory provisions adopted and published	MINTOUL; Heads of companies in the sector; Sector Trade Union Leaders	Civil Society Organisations; Media			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up an automatic career management system	Advancements and other promotions paid automatically	Legal and regulatory provisions adopted and published	MINTOUL; Heads of companies in the sector; Sector Trade Union Leaders	ACU MINTOUL; Sector Trade Unions			

Strategic axis 4: Incentives (Identify and promote merit in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institute competitions for the best employee in tourism companies and at the national level	Best professionals rewarded	Number of professionals rewarded in the sector	Business heads; Trade Unionists	MINTOUL; CONAC; CSOs			
Promote the best employees in the sector	Good practices disseminated among workers of the sector	Number of workers promoted from agent to senior staff		MINTOUL; CONAC; CSOs			
Institute competitions for the best company within sectors and at national level	Best companies in the sector valued The professional image enhanced	Number of companies rewarded in the sector		ACU MINTOUL			
Label public services of the sector with upright management	Labeled services serve as a reference for others; Healthy emulation maintained between the public services	Number of labels awarded; Proportion of actors labeled according to request		CONAC; ANOR; CSOs			
Label private companies on transparency efforts on goods and services offered in the sector	The quality of service delivery in the sector improved	Number of private companies labelled	Labeling structures, ACU MINTOUL	CONAC ANOR CSOs			
Encourage taxpayers who spontaneously and regularly pay their taxes	Payment of taxes spontaneous	Number of distinguished taxpayers; Percentage increase in sector tax contributions	Taxation administration	ACU MINTOUL			
Promote best practices within companies in the sector	Best professional and managerial practices disseminated among	Types and number of award-winning companies Types of anti-corruption management	Business heads in the sector; Trade Unions of	ACU MINTOUL; CONAC CSOs			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
	professionals in the sector	systems implemented in the transport companies	the sector				

Strategic axis 5: Sanctions (Systematically crackdown on corruption offenses in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Conduct regular checks on ownership deeds	Forged deeds or those obtained through corruption are detected and withdrawn from circulation	Number of forged deeds or those tainted with corruption	CONAC	MINTOUL; Sector company heads; Employee Trade Unions			
Suspend or withdraw any authorisation or license obtained through bribery	Bribery fiercely fought in the sector	Number of authorisations or licenses suspended or withdrawn	ACUs and Legal Departments MINTOUL and MINDCAF; RLA	Sector company heads; Employee Trade Unions			
Initiate criminal proceedings against any person or company who resort to bribery to get an official document	Stakeholders dissuaded from acts of corruption	Number of natural or legal persons in the sector prosecuted and punished for corruption	SCC and other Courts in Cameroon	MINTOUL; Sector company heads; Employee Trade Unions			
Issue authorisations or licenses only to companies with strong financial resources	Adventurers excluded from the sector	Relevant provisions in the Cameroon Land Code	MINTOUL; MINDCAF; RLAs	Sector company heads; ARMP			
Punish systematically any public official, employee, controller, guilty of supporting, encouraging or concealing corruption in the sector	Acts of corruption systematically suppressed	Number and type of sanctions pronounced, Number of persons sanctioned	SCC and other Courts	ACU MINTOUL; CSOs for denuncia-tions; CONAC			
Protect whistleblowers from retaliation	Acts of corruption in the sector easily exposed	Whistleblower protection mechanisms identified	ACU MINTOUL	CONAC; CSOs; Media, etc.			
Publish sanctions taken in the anti-corruption drive	Stakeholders are dissuaded from acts of corruption	List of sanctions	CONAC; Media	ACU MINTOUL; Sector company heads; SIC, etc.			
Protect whistleblowers of acts of corruption	A whistleblower protection mechanism put in place	Number of substantiated denunciations Number of anti-corruption	CONAC MINJUSTICE FLO	ACU MINTOUL			

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Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
		actions resulting from denunciations					
Withdraw the charges of compliant Notaries	Notaries dissuaded from corruption	Number of charges withdrawn	ACU MINTOUL	CONAC; CSOs; Media, etc.			
Revive the post of Independent Observer in the CAC of the sector	Corruption in obtaining and using deeds reduced	An annual governance status report in the sector	ACU MINTOUL	CONAC; CSOs; Media, etc.			

12.5. ACTORS TO IMPLEMENT THE ANTI-CORRUPTION STRATEGY OF THE TOURISM SECTOR

Sector	Categories of actors		
	Leaders	Middlemen	Beneficiaries
TOURISM	Administrative Authorities; Civil Society Organisations; Private sector; Promoters; Real estate owners; Sector Operators	MINTOUL; Associations; Syndicates	Tourists; Architects; Partner administrations (MINSANTE, MINH DU, MINTP, MINAT, etc.), Guides; Law enforcement officers; Traditional authorities; Rural & urban populations; Tourism staff

CHAPTER 13

ANTI-CORRUPTION STRATEGY FOR THE AGRICULTURE, LIVESTOCK AND FISHERIES SECTOR

13.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE SUB-SECTOR OF AGRICULTURE

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Bribery for services • Misappropriation of subsidies • Abuse of administrative tolerance • Fraudulent imports and exports • Conflicts of interest in the creation of CIGs • Lack of transparency to obtain government support • Land transaction trafficking • Lack of transparency in awarding prizes at various agricultural shows • Diversion of farm inputs • Mismanagement of human resources by the administrations concerned • Harassment and hassles by FLO during the transportation of farm products • Creation of artificial shortages of farm inputs 	<ul style="list-style-type: none"> • Insufficient financial and material resources • Producers' ignorance of their rights • Inappropriate Institutional framework • Lack of professionalism of supervisors • Impunity • Lack of civic responsibility • Existence of mafia networks • Greed • High cost of administrative services • Centralisation of CIG registration at the regional level • Dependency mentality of producers • Increase of uncoordinated interventions
<p>Activities carried out in the rural sector include agriculture, inland fishing, hunting, handicrafts and dairies.</p> <p>Since Cameroon's economy is essentially agro-pastoral, the agricultural sector is still the largest provider of jobs and wealth. Nearly 80% of the land is suitable for agriculture, stock farming and other related activities.</p> <p>Despite huge sums invested by the government, all this potential remains poorly exploited, partly because of corruption and because the amounts granted by government rarely reach the real beneficiaries who are generally rural farmers.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE AGRICULTURE SUB-SECTOR

Sub-sector: Agriculture	Corruption intensity: 5.69 points on 10
<p>Although corruption has decreased slightly since 2011, from 6.25 points in 2010 to 5.69 points in 2015, the phenomenon is still a major hindrance to the achievement of Cameroon's agricultural production targets.</p> <p>Anti-corruption measures should be effectively implemented to enable the country, endowed with enormous agro-ecological potential to fully play its role as bread basket for the Central African Sub-Region.</p>	

13.1.2. DIAGNOSIS OF THE ANTI-CORRUPTION DRIVE IN THE AGRICULTURE SUB-SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Standardisation of corrupt practices • Poor working conditions of rural supervisors • Insufficient monitoring and control of State initiated actions • Insufficient technical training of farmers • Inaccessibility to rural areas which makes it difficult to support and control State projects and programmes • Involvement of peasant leaders in corruption • Insufficient specification of roles and responsibilities of subsector actors • Poor grouping of farmers' Organisations into unions, cooperatives or associations that can defend their interests. • Poor land distribution, which very often results in bloody conflicts between farmers and grazers. • Land grabbing by administrative and political elite. 	<ul style="list-style-type: none"> • Ongoing structuration process of farmer organisations • Capacity-building of farmer organisations • Commitment to make every stakeholder part of the decision-making process • Presence of a vigilant Civil Society • Existence of an anti-corruption unit • Fairly strong involvement of CSOs in support efforts to farmers • Farmers are increasingly savvy • Implementation of programmes drawn up by government to secure land and avoid duplication of licensing
<p>The fight against corruption in the sub-sector is faced with many challenges, most especially insufficient control actions and weak organisation of the actors, wherefor the need to build the capacities of grassroot populations.</p> <p>Efforts made by some CSOs to, train the rural population have to helped to bridge the gap.</p>	

13.1.3. ANALYSIS OF THE ANTI-CORRUPTION CHALLENGES IN THE AGRICULTURE SUB-SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Preservation of social peace • Enhanced food security • Improvement of the living standards of rural populations • Increase in agricultural production • Fight against poverty in rural areas • Financial autonomy of farmers • Development of rural areas • Improvement of agricultural competitiveness • Upgrading of the trade balance • Reduction in rural exodus • Improved contribution to GDP • Harmonious development of Regions • Higher profitability of farms • Better contribution to balance of payments and government revenue. 	<ul style="list-style-type: none"> • Creation and improvement of road and social infrastructures • Better Organisation of farmers • Existence of a development strategy in the sub-sector • Development of synergies between investors and other actors in the rural sector • Diversification and intensification of training offer for rural farmers • Stronger involvement of CSOs • Development and improvement of basic infrastructure
<p>Note the similarity between issues identified in the Anti-Corruption Strategy and those in the Rural Sector Development Strategy Paper, regarding the fight against poverty, food security and sustainable management of natural resources.</p> <p>Backed by the development goals of the second-generation agriculture, the Sub-Sector has a great potential which, if rationally exploited, will significantly contribute to the expected economic emergence of the country. Many initiatives have been put in place to mechanise and professionalise agriculture, hence the expectation that eradicating corruption in the sector will help boost the national economy.</p>	

13.2. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES SUB-SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Collection of bribes for services by agents of the administration • Trafficking in veterinary products, pesticides and fertilisers • Speculation in the sale of by-products for livestock feed • Payment of bribes as “transit dues” to traditional rulers during transhumance • Lack of transparency in setting up, selecting and financing rural projects • Arbitrary supply of inputs • Capture and sale of immature fish in violation of regulations in force • Use of prohibited fishing mechanisms • Failure to observe rest and breeding periods of animals and fish • Ineffective quality control • Scamming of fishermen by FLO • Unfair allocation of fishing licenses • Undervaluation of livestock and tonnage to be taxed • Abuse of administrative tolerance • Fraudulent imports and exports • Clandestine slaughterhouses 	<ul style="list-style-type: none"> • Precarious working conditions • Laxity in the repression of acts of corruption in the sector • No appropriate legal framework • Lack of knowledge of texts in force by breeders and fishermen • Desire for rapid enrichment • Uncontrolled transhumance • Inadequacy between project financing needs and available financial resources • Ineffective monitoring of rural projects • Lax controls • Complexity of texts and procedures • Increase in uncoordinated interventions
<p>If the Livestock, Fisheries and Animal Industries sub-sector is properly managed, it can contribute more significantly to rapid economic growth and create decent jobs, which are the main objectives of the SND30.</p> <p>So far, livestock contributes about 9% to GDP, against 5% for fishing. These contributions would greatly increase if corruption were considerably reduced. Moreover, it would attract more investment in these two sub-sectors with well-established potential.</p>	

2015 REFERENCE DATA ON THE CORRUPTION INTENSITY IN THE SUB-SECTOR

Sub-sector: Livestock, Fisheries and Animal Industries	Corruption intensity: 4.75 points on 10
<p>Compared to 2010, the intensity of corruption in the Sub-Sector has decreased by more than one and a half points, from 6.29 points out of 10 in 2010 to 4.75 points in 2015. This is a remarkable performance.</p> <p>This drop is due to actions implemented within the framework of the NACS, including awareness anti-corruption campaigns in the sub-sector, popularisation of texts or the more or less systematic intervention of authorities in charge of the sub-sector, following denunciations, both in the central and devolved services of the Ministry of Livestock, Fisheries and Animal Industries (MINEPIA), as well as in government-sponsored structures and projects.</p> <p>With this noticeable performance of the sub-sector in the fight against corruption, it is</p>	

necessary for senior officials and all stakeholders to maintain focus, so that the sub-sector may actually play its role in driving Cameroon towards economic emergence and the improvement of the living condition of the population.

13.2.1. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES SUB-SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Ignorance of texts by farmers • Inappropriate interference by politicians in all sectors of activity and production • Inappropriate regulatory frameworks • Insufficient specification of roles and responsibilities of subsector actors • Fear of retaliation by whistleblowers • Centralisation of decision-making powers • Lack of professionalism among some actors • Inefficient actors in charge of the fight against corruption • Absence of synergy of action among the different rural actors • Difficulties to access project sites • Precarious working conditions 	<ul style="list-style-type: none"> • Farmer Organisations structuring process underway • Vigilant Civil Society Organisations • Capacity-building of producer Organisations • Sanctions against actors guilty of acts of corruption • Existence of Anti-Corruption Units • Existence of anti-corruption mechanisms and structures • Involvement and participation of local actors and communities in sub-sector activities • Willingness of rural actors to fight corruption

In view of the encouraging results recorded in the anti-corruption drive within the sub-sector, the challenge resides in increasingly maintaining the pace, especially since the initial efforts assured actors that corruption could be fought and overcome.

Although there are still shortcomings like structural dysfunctions, lack of synergy in action, lack of professionalism and ethics among some actors in the sub-sector, it is necessary to continue the fight against corruption and improve governance.

13.3. ANALYSIS OF THE ANTI-CORRUPTION CHALLENGES IN THE LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES SUB-SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Improving Cameroon's image • Social peace preserved • Increased food self-sufficiency • Improved quality of life for the population • Increased production in the sub-sector • Financial autonomy for producers • Easy access to inputs and the expertise of supervisors • Development of rural areas • Improved competitiveness in the sub-sector • Improved trade balance • Curbing rural exodus • Increase productivity • Job creation • Improved government revenue • Increase in the sub-sector's contribution to GDP 	<ul style="list-style-type: none"> • Development and improvement of road and social infrastructures • Good organisation of the farming community • Existence of and compliance with an effective and efficient agricultural policy • Synergy between research institutes and producer organisations • Diversification in the choice of varieties to be produced • Increasing the quality and quantity of training available • Development and improvement of basic infrastructure

<ul style="list-style-type: none">• Harmonious regional development• Lower inflation	<ul style="list-style-type: none">• Availability of high-performance equipment
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13.4 ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE AGRICULTURE, LIVESTOCK, FISHERIES AND ANIMAL INDUSTRIES SECTOR

Corruption is a major impediment to development in the Agriculture, Livestock, Fisheries and Animal Industries sector. One of its main causes is the precarious living conditions in rural areas. In perspective, the objective is to clean up the environment through targeted and appropriate actions.

Strategic objective: By 2035, programmes developed in the sector are managed in a transparent manner to increase economic growth and develop rural area.

Strategic axis 1: Prevention (Eliminate corruption opportunities by combining detection and deterrence instruments)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Draw up procedures manuals for actors of the sector	The steps and procedures better known actors Transparency and accountability in the public service sector improved	Existence of procedures manuals of the services offered Popularisation of procedures	MINEPIA MINADER MINFOF MINEPDED	CONAC ACUs Trade Unions CSOs Media			
Ensure wide dissemination of information related to resources, opportunities and services offered by the State	Information on the livestock, agriculture and fisheries sectors made available to the various stakeholders	Number of actors affected, Types of information disseminated	MINEPIA MINADER MINFOF MINEPDED	CONAC ACUs Trade Unions CSOs Media			
Limit contact between users and administrative staff	Opportunities for corruption are limited, Physical follow up of files stopped, Processing duration shortened	Information system existing and functional, Number of files processed, an average processing duration, Number of user complaints	MINEPIA MINADER MINFOF MINEPDED	ACUs			
Publish costs of services	Applicable costs known to all and requested surplus reduced	Number of postings at the entrance	MINEPIA MINADER MINFOF MINEPDED	ACUs CONAC Trade Unions CSOs			
Decentralise decision-making relating to the transfer of skills and resources to RLAs	Actors are empowered at the local, divisional, regional and national levels; File circuit and processing time shortened	Number of files processed, Average processing time, Volume of resources transferred, Number of beneficiary producer Organisations, Integration rate of resources	MINEPIA MINADER MINFOF MINEPDED	ACUs CONAC			
Facilitate access to inputs	Free competition in input trade, Inputs made available and accessible, Campaigns are done Production is rising sharply	Number of operators Inventory volume of inputs Input prices Production volume Sale price of products	MINEPIA MINADER MINFOF MINEPDED	ACU, Sector Trade Unions, PO			
Sensitise authorities on risks associated with longevity in positions of responsibility	Senior staff renewed at regular intervals	Decrees and Orders, Appointment and Transfer Decisions Transfer rate	CONAC CSOs Media	PM's Office, MINFOF MINEPIA, MINADER MINEPDED			

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Reinstitute the criteria for allocating support	Transparency in support allocation	Number of actors and initiatives supported	MINFOF MINEPIA MINADER MINEPDED	CONAC CSOs Media			
Involve producer associations in the decision-making process	POs participate in decisions that impact their lives; Such decisions better applied by all	List of participants in meetings, Proportions of producers' representatives in decision-making bodies	MINFOF MINEPIA MINADER MINEPDED	CSOs, CONAC, TFPs, Parliament			

Strategic Axis 2: Education (Encourage all stakeholders to adopt upright attitudes)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Train actors on the RBM concept	The RBM approach systematised in the sector programs and projects	Action plans developed according to the RBM approach Number of training sessions Number of people trained	MINFOF MINEPIA MINADER MINEPDED	TFP, Civil Society Organisations, Technical experts			
Introduce anti-corruption modules into training curricula of stakeholders	Curricula contain anti-corruption modules, Sector actors able to identify and fight corruption	Number of modules developed and administered, Number of trained professionals, Number of hours allocated to modules	Heads of training institutions	CONAC MINADER MINEPIA MINFOF MINEPDED MINEFOP MINESUP			
Sensitise actors on the evils of corruption	POs more resistant to corruption, Actors adopt probity and integrity	Number of campaigns Diversity of media Behaviour of the actors	MINEPIA MINADER MINFOF MINEPDED	CONAC Administrative authorities Traditional authorities Religious authorities			
Encourage sector actors to adopt a code of ethics	Behaviours of probity popularised and adopted by actors of the sector	Code of ethics Behaviour of the actors	MINEPIA MINADER MINFOF MINEPDED	Sector company heads			

Strategic axis 3: Conditions (Provide better working conditions to reduce the vulnerability of actors to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically apply the provisions of collective agreements	Jobs well paid and attractive to young people; Job security	Number of decisions resulting from the application of collective agreements; Number of complaints from sector staff	MINTSS; professionals Trade Unions of the sector; Employer groups	MINEPIA MINADER MINFOF MINEPDED Civil Society Organisations			
Encourage the fight against gender inequality in the sector	Women and young people have access to land and value it more; Agro pastoral production increases	Proportion of women and young people who became landowners; Proportion of women and youth involved in agro pastoral activities	Civil Society Organisations; Trade Unions of professionals of the sector	MINPROFFMINAS MINEPIA, MINADER MINFOF MINEPDED			
Set up consultation and coordination platforms for anti-corruption actions in the sector	Anti-corruption actions better coordinated and the chances of reducing corruption increased	Number of coordination meetings; Sector Corruption Perception Index	CONAC MINEPIA MINADER MINFOF MINEPDED	Trade Unions; Civil Society Organisations; Employer groups			

Strategic Axis 4: Incentives (Promote decent behaviour among stakeholders)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Copy anti-corruption best practices in the sector	Best practices known to all stakeholders and shared	Lists of best practices	MINEPIA MINADER MINFOF MINEPDED	CONAC ACUs CSOs Media			
Recognise merit of the best actors by awarding diverse distinctions	Integrity and excellence recognised and valued at all levels	Types of distinctions Number of distinctions Number of distinguished actors Frequency of attribution	MINEPIA MINADER MINFOF MINEPDEDMINTSS	CSOs, Media, Trade Unions			
Decorate actors according to their level of integrity	Actors of the sector have referents from which they can be inspired	Number of labels awarded Proportion of actors labeled according to the request	Labeling bodies	FTP; ACUs; Sector enterprises; Sector Trade Unions; MINEPIA MINADER MINFOF MINEPDED			

Strategic Axis 5: Sanctions (End the feeling of impunity displayed by some actors in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically punish corruption	The criminal behaviour systematically identified and punished	Number of sanctions Number of sanctioned actors		CONAC, MINJUSTICE			
Publish the list of sanctions under the fight against corruption	The directory of sanctions taken published and updated periodically	List of sanctions		MINEPIA, MINADER, MINFOF, ACUs			
Protect whistleblowers of acts of corruption	A whistleblower protection mechanism put in place	Number of substantiated denunciations Number of people victimised Number of anti-corruption actions resulting from denunciations	CONAC MINJUSTICE, FLO	ACUs; Sector Professionals, MINEPIA, MINADER, MINFOF, MINEPDED			

13.5. ACTORS TO IMPLEMENT THE ANTI-CORRUPTION STRATEGY FOR THE AGRICULTURE, LIVESTOCK AND FISHERIES SECTOR

Sub -sectors	Categories of actors		
	Leaders	Middlemen	Beneficiaries
Small and large fishing farms	MINEPIA	Breeders, MINADER, MINCOMMERCE, Consumers, Fishermen	Transporters, RLAs, MINAT, MINFI, Importers and exporters, Traders
Agriculture	Technical and administrative supervisors	Traditional authorities, Public administration, Producers and individuals	Suppliers Forces of Law and Order
Administration, Taxation, Trade in Agricultural Resources, Livestock and Fisheries	Taxation	Administrative authorities; Service providers Supervisory Administrations	National and international investors RLAs Traditional authorities

CHAPTER 14

ANTI-CORRUPTION STRATEGY FOR THE TRADE, SME/SMI AND CRAFT SECTOR

14.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE TRADE, SME/SMI AND CRAFT SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Bribery for study of business creation files • Opaque study of business creation files • Presentation of false balance sheets to tax authorities and financial institutions • False tax and customs declarations • Abusive pressure from tax officials on businessmen • Whimsical granting of bank credits • Payment of retro commissions for the award of public contracts • Fictitious reception of non-executed works • Illegal taking of interest in companies • Scamming • Whimsical estimation of the execution rate of public contracts • Bribery of SME/SMI subsidies • Prohibited interference of public officials in the management of public and semi-public enterprises • Illegal taking of interest in companies controlled by public officials • Whimsical discharges granted by social organs to leaders of public companies which are subsequently pinned for mismanagement by control bodies (CONAC, CONSUPE, Audit bench) • Illegal and unannounced checks by sworn public controllers for the sole purpose of ripping off businesses, etc. • Various collusion between private entrepreneurs, political and public officials. • Disloyalty of public officials who are at the same time economic operators in the private sector and bid for tenders 	<ul style="list-style-type: none"> • Slow and cumbersome administrative procedures • Ineffective and irregular checks • Precarious working conditions for SME/SMI staff and craftsmen • Laxity in repressing acts of corruption • Standardisation of corruption • Difficulties in getting strategic information • Difficulties in accessing funding • Disproportionate requests for collateral by financial institutions • Insufficient capital • Desire for personal enrichment at all cost • Lack of knowledge on regulatory texts by actors • Complexity of regulatory texts • Multiplicity of taxes • Absence of tax experts in companies • Insufficient managerial capacity of some private promoters • Absence of a public support structure for private actors
<p>SMEs/SMIs make up more than 95% of Cameroonian companies. According to data from the National Institute of Statistics, they have contributed 60% of national production and generated 200 000 jobs. These two indicators illustrate the significant contribution of SMEs/SMIs to boosting growth and reducing poverty. However, the impacts expected from reforms to improve the business climate are yet to be felt. This situation is mainly caused by both internal and external constraints in the sector, some of which include difficulties linked with the supply of energy, technological deficits, loopholes in the institutional framework and the functioning of customs and tax administrations, difficult access to bank financing, etc.</p> <p>To illustrate this, despite some progress made at the level of the customs, the passage time of</p>	

goods at the Douala Port Authority is still abnormally long.

These cumbersome processes have many consequences and make the sector vulnerable to or even conducive for the proliferation of corrupt practices.

2015 REFERENCE DATA ON CORRUPTION INTENSITY IN THE SECTOR

Sector: Trade, SME/SMI, Craft	Corruption intensity:4.97 points on 10
<p>Although the corruption intensity in the Trade, SME/SMI and Craft Sector reduced from 7.32/10 points in 2010 to 4.97/10 points in 2015, the sector still found it difficult to benefit from all the development opportunities because of the continuously unattractive business climate.</p> <p>Besides, this intensity is still high and indicates an urgent need for the government to pursue the implementation of significant actions that would suppress this phenomenon.</p>	

14.2. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE TRADE, SME/ SMI AND CRAFTS SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Standardisation of corrupt practices • Insufficient visible results of facilitation measures for creation and support procedures • Fear of reprisals • Insufficient traceability of operations • Lack of synergy between anti-corruption actors • Resistance to change • High taxes • Abuse of the power of transactions of tax officials. • Ignorance of tax regulations by users • Connivance between corrupt persons • High predominance of the informal economy • Generalised tax evasion in the private sector 	<ul style="list-style-type: none"> • Existence of a legal and regulatory framework to promote SMEs/SMIs • Existence of several structures and mechanisms for creating and promoting businesses • Existence of Anti-Corruption Units in ministries and in the private sector • Existence of an anti-corruption strategy in the sector • Simplification of business creation formalities (operation one-stop shop)
<p>An analysis of difficulties and favourable factors to the fight against corruption shows that the phenomenon is spread in two forms: tax evasion by businessmen and pressure exerted by public agents on the private sector, as well complicity between public officials and private operators.</p>	

14.3. CHALLENGES IN THE ANTI-CORRUPTION DRIVE IN THE TRADE, SME/SMI AND CRAFT SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Substantial contribution of the sector to GDP • Revitalisation of the national economy • Attractiveness of domestic and foreign investments • Improving the business environment • Improving the development conditions of SMEs/SMIs • Strengthening the strategy of competitiveness of SMEs/SMIs • Poverty alleviation • Increasing the provision of decent jobs • Reduction of the bankruptcy rate of SMEs/SMIs • Improvement of trade balance 	<ul style="list-style-type: none"> • Social peace and political stability • Improving the business climate framework • Effectiveness of competitiveness between SMEs/SMIs • Improvement of the working conditions of actors • Adapting training offers in the sector to present requirements and challenges • Strengthening the managerial capacities of SME/SMI promoters • Effective consideration of gender inequalities

With the unfolding of structural adjustment programmes, one of the core elements of Cameroon's economic recovery strategy has been to support private sector development. The aim was to maximise the sector's contribution to sustained economic growth and poverty reduction. This required in-depth reforms focusing, inter alia, on measures of competitiveness of Cameroon SMEs/SMIs.

14.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN IN THE TRADE, SME/SMI SECTOR

Strategic Objectives:

Strategic Objective 1: By 2035, corruption no longer significantly impedes competitiveness and the emergence of SMEs in Cameroon.

Strategic Objective 2: By 2035, corruption is no longer a barrier to the contribution of SMEs/SMIs to growth and the creation of decent jobs in Cameroon.

Strategic axis 1: Prevention (Develop corruption deterrence instruments)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Develop procedural manuals	Sector procedures known to stakeholders	Existence of procedure manuals Number of complaints received	MINFOPRA, MINEPDED MINPMEESA MINCOMMERCE, MINMIDT	Business owners; Employee unions; Employer groups; CSO			
Facilitate access to instruments governing the sector	Ignorance of stakeholders in the sector reduced	Dissemination mechanisms put in place	MINFI, MINEPDED MINPMEESA, MINCOMMERCE, MINMIDT, GECAM	Business owners; Employee unions; Employer groups; CSO			
Develop and enforce file processing time	Files processed diligently	Number of files processed on time; Complaints about delays	MINFI, MINEPDED, MINPMEESA, MINCOMMERCE, MINMIDT, Employer Groups	Business owners; Employee unions; Employer groups			
Organise regular audits	Accountability developed among professionals in the sector	Number of audits; Number and types of discrepancies; Number of recommendations made	Audit firms; CONSUPE; CONAC	MINFI; CONAC; Employer Groups			
Computerise the sector's management system	Procedures facilitated Contacts between users and public officials reduced	Existence of a computerised management system; Number and duration of procedures; Number of complaints	MINFI, MINEPDED MINPMEESA MINCOMMERCE MINMIDT	Business owners; Employee unions; Employer groups			
Bring together anti-corruption programmes and actions	Splitting of sector anti-corruption actors reduced	Number of concerted anti-corruption initiatives	MINFI MINEPDED MINPMEESA MINCOMMERCE, MINMIDT Employer Groups	Business owners; Employee unions; Employer groups			
Lead companies to implement anti-corruption policies and tools (Compliance Officers, Corruption Risk Analysis, etc.)	Corruption risks within companies known and mitigation measures put in place	Risk compilation in each company; Anti-corruption policy put in place; Number of companies with Compliance Officers	Business owners; Employee unions; Employer groups	CONAC; BCGG; ACUs			

Strategic axis 2: Education (Intensify the dissemination and appropriation of ethical values in the workplace)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Educate sector stakeholders on Anti-corruption issues	Actors able to oppose corruption	Number of campaigns Number of people trained	ACUs MINPMEESA, MINCOMMERCE and MINMIDT; Civil Society Organisations; Media	Business owners; Employee unions; Employer groups; CONAC			
Disseminate anti-corruption actions and results	Anti-corruption initiatives and results publicly known; Actors convinced of the need to adopt decent attitudes	Dissemination tools used; Number and frequency of publications	Communication Units MINPMEESA, MINCOMMERCE and MINMIDT; Civil Society Organisations; Media				
Popularise documentation for business creation	Instruments regulating the creation of SMEs / SMIs better known	Existence of outreach tools Number of tools	MINPMEESA				
Draw up a code of ethics in the SME / SMI sector	Ethical behaviour is adopted Integrity and ethics promoted in the sector	Existence of the code of ethics; Number of companies applying the code	MINPMEESA SME / SMI founders				
Build the managerial capacities of founders and managers of SMEs / SMIs	Founders and managers more technically and ethically sound in business management; Governance of SMEs / SMIs improved	Number of training sessions Number of founders and trained managers Number of SMEs / SMIs supervised	MINPMEESA President of CCIMA Co-Presidents of GECAM President of MECAM President of SYNDUSTRICAM	Founders and managers of SMEs / SMIs Civil Society Organisations TFP			
Enforce anti-corruption management systems in both public and private enterprises	Guards against corruption embedded in business routine management systems	Number of systems in place Number of companies that have adopted these systems	Business owners Employee unions Employer groups	CONAC ANOR MINPMEESA			

Strategic axis 3: Conditions (Develop strategies and instruments to reduce actors' vulnerability to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Make the SME / SMI bank operational	SMEs / SMIs have opportunities to finance their development; Investments revived in Cameroon; More industries and jobs created	Volume of credits granted; Number of SMEs / SMIs receiving funding; Number of jobs created	Presidency of the Republic; Prime Minister	MINFI; COBAC; Sector Unions; TFP; Media; CSO			
Develop and implement collective agreements	Vulnerability and the precarious status of sector workers are reduced	Number of collective agreements signed and companies actually applying them; Number and types of claims and litigation	MINTSS Trade Unions	Employer Unions Trade Unions Media CSO			
Broaden the tax base	All taxpayers actually pay their taxes Tax charges not left to some companies	Number of taxpayers	Business owners Employee unions Employer groups	Parliamentarians; MINFI			
Enforce career profiles	The motivation of the staff of the sector increased	Number of disputes Number of career plans developed and executed in companies	Business owners Employee unions Employer groups	CSOs; Media; CONAC			

Strategic Axis 4: Incentives (Recognise and enhance merit in SMEs / PMI on the fight against corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Identify and encourage companies that comply with ethics and integrity	Ethics and integrity become core values within companies Acts of corruption reduced	Number of companies with public recognition for values of ethics and integrity; Number of workers rewarded for their honest attitudes and behaviour	Business owners Employee unions Employer groups	MINPMEESA MINCOMMERCE MINMIDT CSO; Media			
Develop the "Probitas Label"	SMEs / SMIs and other actors encouraged to maintain their good practices	Number of SMEs / SMIs and other labeled actors	Business owners; Employee unions; Employer groups	CONAC; ACUs; CSOs			

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Award medals and compensations to hardworking and honest workers	Upright and integrity behaviours encouraged in companies	Number of companies granting rewards to their upright and honest workers; Number of upright and honest workers	Business owners; Employee unions; Employer groups	CONAC; ACUs; Media; CSOs			
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Strategic axis 5: Sanctions (Adopt a policy of "zero tolerance" on corruption in companies)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically apply penalties provided for by regulations in force in the sector	Sector stakeholders found guilty sanctioned; Sector actors dissuaded from corruption	Number of sanctions; and actors sanctioned	Business owners; Employee unions; Employer groups	CONAC; CONSUPE; Supervisory Ministry; MINJUSTICE			
Stamp out impunity in the sector	Anyone involved in an act of corruption sanctioned	Number of administrative or criminal proceedings against perpetrators of corruption	CONAC CONSUPE ANIF MINJUSTICE ACUs	Trade Unions; Media; CSO; Sector professionals			
Protect whistleblowers	Citizens can report acts of corruption and their authors without fear of reprisal	Number of reprisals against whistleblowers	Business owners Employee unions Employer groups	Parliament; PRC; CONAC; CONSUPE; ANIF; MINJUSTICE ACUs			
Publish sanctions imposed on unscrupulous actors	Sector players deterred from carrying out acts of corruption	Sanctions list; List of sanctioned actors; Proceedings imposing sanctions	MINJUSTICE	Business owners Employee unions Employer groups; Media;			

14.5. ACTORS TO IMPLEMENT THE STRATEGY IN THE TRADE, SME/SMI SECTOR

Leaders	Middlemen	Beneficiaries
CONAC; MINPMEESA; TFP; Parliament; MINCOMMERCE; MINFI; MINMIDT; Project Owners	GECAM; MECAM; SYNDUSTRICAM; Jurisdictions (Courts); Taxation Experts; CCIMA	Promoters PME/PMI; Taxation Agents; Tender Boards; Trainers

CHAPTER 15

ANTI-CORRUPTION STRATEGY FOR THE PUBLIC SERVICE AND ADMINISTRATIVE REFORM SECTOR

15.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Influence peddling • Removal of documents and stamps from files • Whimsical demand for unrequired documents • Moral and sexual harassment • Phone calls to influence file treatment / decisions • Delays in the processing of files • Embezzlement of pensions • Oriented and / or biased promotions • Pressure on examiners and school leaders during competitive examinations • Leakage of test questions before entrance exams into the Public Service • Bribery during integration competitive exams • Favoritism during marking of answer sheets (special signs) • Manipulation of the results • Non- authentication of documents requested for competitive exam files • Bribery during recruitment, follow-up of files, transfers, promotions, advancement, salary payment • Nepotism / favoritism • Gifts • Tribalism • Forgery and use • Abuse of power • Cronysm • Concussion • Failure to meet established standards • Diversion of logistical and material means for personal use • Inadequate allocation of equipment • Swindling from service providers • Failure to meet contract award criteria • Promotions and appointments to positions of responsibility that do not take merit into account • Misuse of "power of discretion" by decision makers. 	<ul style="list-style-type: none"> • Non-updated texts of application • So many documents required in career file compilation • Low salaries • Non-respect of deontology • Pressure on those in charge of file treatment • Approval of Middlemen • Absence / non-respect of career profile • Bad practice of regional balance • Favouritism • Tribalism • Elitism • Search for easy gain • Very strong competition in job search • File chasing • Precariousness and poverty • No denunciation and sanctions • Pressure by users during file treatment • Laxity during control activities • No desire for good results • Impunity • Incompetence • Greed • Politicisation of the administration • Poor work conditions • Ineffective internal file tracking • Poor governance • Social pressures • Lack of patriotism • No instruments to measure the performance of public officials • Complex procedures • Desire for personal enrichment
<p>From the above table, it can be seen that corruption results from a number of phenomena, attributable not only to institutional dysfunction, but also to greed and loss of ethical value by both public officials and users who, sometimes, are the first to offer bribes for their files not to follow the normal course of treatment.</p>	

2015 REFERENCE DATA ON CORRUPTION INTENSITY IN THE SECTOR

Sector: Public service and Administrative Reform	Corruption intensity: 4.75 points on 10
<p>The baseline data on the intensity of corruption in the Public Service and Administrative Reform sector may be somewhat surprising in light of the events mentioned above. Indeed, there is a drop of about one point in the intensity of corruption in the sector, 4.75 points in 2015 from 5.71 points in 2010, although the main corruption devices have remained almost the same.</p> <p>However, this decline can be explained by the reforms initiated within this sector since 2012, with special focus on the computerisation of the processing of a set of procedures, the strengthening of collaboration between administrations in charge of State agents' file processing, which significantly reduced processing time of these files.</p>	

15.2. DIAGNOSIS OF THE ANTI-CORRUPTION DRIVE IN THE PUBLIC SERVICE AND ADMINISTRATIVE REFORM SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Poverty • Unemployment • Difficulty to materialise evidence (the act of corruption is intimate) • Absence of a whistleblower and motivation policy • Low rate of denunciation and lack of follow-up of denunciations • Ineffectiveness of Anti-Corruption Units • Discriminatory sanctions • Solidarity of actors • Bribery • Fear of reprisals • Mystification of procedures • Laxity / lack of enforcement of sanctions • Ineffective measures taken (commitment without support means) • Timid commitment of anti-corruption actors • Lack of ethics • Difficulty in converting speeches into concrete actions • Social pressures • Insufficient value given to integrity models • Lack of harmonisation in the treatment of State agents 	<ul style="list-style-type: none"> • Acceptance and awareness of the existence of the phenomenon • Creation of Anti-Corruption Units in the sector administrations • Easing and respecting procedures • Existence of SIGIPES • Motivation and recognition of good management of some public officials • Effective enforcement of sanctions at all levels • Improvement of deadlines in the publication of results of competitive exams • Creating specialised file processing units • Awareness raising through seminars and workshops • Insertion of the anti-corruption drive in education programs • Creation of individual and collective awareness • Pressure from the international bodies • Computerisation of administrative procedures • Existence of an anti-corruption Strategy document in the sector • Decentralisation process • General status of the public service • Existence of institutional frameworks • Existence of user's guides
<p>Corruption in the Public Service and Administrative Reform sector highlights a set of dysfunctions: poor working conditions of public officials, low salary and propensity of some public officials to corruption. In addition, the diversity of special statutes creates disparities and generates frustrations that make the fight against corruption difficult.</p>	

15.3. CHALLENGES IN THE FIGHT AGAINST CORRUPTION IN THE PUBLIC SERVICE AND ADMINISTRATIVE REFORM SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Intensifying national cohesion • Respect for institutions • Better performance of the economy • Credibility boost at the international level 	<ul style="list-style-type: none"> • Reduction in salary treatment gaps for Public Service employees • Handling of staff in compliance with related instruments, respect of hierarchy and

<ul style="list-style-type: none"> • Recognition of merit • Psychological stability of citizens • Investor confidence • Promotion of merit • Improved country image • Performance of state agents • Efficient system • Improving the quality of services • User satisfaction • Poverty alleviation • Drop in social injustice • Promotion of integrity • Promotion of merit / competence • Restoration of ethical values • Lure of investors (creation of jobs, wealth) • Cultivation of moral values • Good governance • Equity and justice • Social peace • Modernisation of the Cameroonian administration 	<p>Organisation charts</p> <ul style="list-style-type: none"> • Improvement of the work conditions and salary treatment of public officials • Improvement of the performances of actors and productivity of the economy • Appropriate training of public officials and provision of adequate equipment and resources to structures providing services • Application of texts and establishment of a culture for results (RBM) • Spirit of hard work, performance and honesty • Proper management of State resources • Repression of behaviours and attitudes deemed contrary to morals and ethics (feymania, alcoholism, sexual immorality, etc.) • Patriotism, promotion of values of good governance, public interest and respect for public affairs
<p>As the administration that recruits civil servants, the sector needs to promote a management policy that emphasises good governance, the fight against corruption, the sense of common good as well as probity and integrity.</p>	

15.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN FOR THE PUBLIC SERVICE AND ADMINISTRATIVE REFORM SECTOR

Strategic Objectives:

Strategic Objective 1: By 2035, significantly reduce corruption in order to improve staff performance and public satisfaction in services rendered.

Strategic Objective 2: By 2035, ensure equal access to public service for all Cameroonians.

Strategic Objective 3: By 2035, improve the bad image of Cameroon's public administration in terms of integrity, for better perception by users.

Strategic axis 1: Prevention (Eliminate corruption opportunities in the Public Service and Administrative Reform Sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve the working conditions of public officials	Public officials receive all the quality and quantity work materials they need to serve users well; Offices are welcoming and agents can work undisturbed	Number of decrees and strategic acts to improve living standards; Text defining the level of compensation elements: value of index point, benefits, family allowances; Amendment of the General Statute of the Civil Service and Decree 478 governing staff dependent on the Labor Code); Number of agents with improved standard of living	President of the Republic, Prime Minister MINFOPRA ISMP	All other Ministries involved; Public workers unions			
Simplify administrative procedures for file processing	Files processed diligently	Number of simplified and popularised procedures; Deadlines for file processing; Number of complaints on delays in file processing	Prime Minister, MINFOPRA	Permanent Secretariat for Administrative Reform (SPRA)			
Reduce contacts between public official and users	Corruption opportunities caused by such contacts reduced	Number of one-stop shops available Number of administrations applying procedure manuals	Prime Minister MINFOPRA	Ministries; Public agents			
Eliminate unnecessary documents in file composition	Requested documents reduced, as well as opportunities for corruption	Number of documents required for integration, career and clearance applications	MINFOPRA, ISMP	Ministries, Public Workers Unions			
Decentralise the career management and retirement system	Public servants no longer abandon their workplaces, nor travel long distances to follow-up their career files	Number of decentralised central services; Number of career and retirement files treated by devolved services	MINFOPRA, ISMP	Ministries concerned			
Inform stakeholders about sanctions against corrupt practices	Actors deterred from acts of corruption	Number of acts of corruption identified	MINFOPRA	Ministries concerned; Trade Unions; Media; ACUs			
Remind and possibly set processing deadlines of files per workstation	Deadlines for processing public officials' files reduced	Number of files processed; Reduced time	MINFOPRA ISMP	Ministries concerned; Public officials			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up a toll-free number for reporting and complaints	Denunciations and grievances of public officials are reported easily	Existence of a hotline	MINFOPRA	Ministries concerned			
Organise career profile and administrative procedures awareness campaigns	Public officials informed about career profiles and administrative procedures	Number of information and awareness campaigns organised Number of officials affected by these campaigns	MINFOPRA	Minister, Unions and Public Sector Workers Associations; ISMP			
Make career management transparent	Public officials informed of the procedures in the management of their careers	Comprehensive career and payroll management package updated and functional; Number of updated files	MINFOPRA MINFI	Other ministries; Public workers Unions			

Strategic Axis 2: Education (Make the consequences of corruption known to all stakeholders in the sector and encourage them to uphold integrity)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Train all actors on citizenship and integrity	Values of probity and integrity inculcated in public officials; Sector actors are more honest and patriotic.	Number of training courses provided; Number and types of behavioural differences	Prime Minister; ACUs	MINFOPRA; Ministries concerned; Sector Trade Unions			
Popularise procedures manuals for integration, career and retirement issues	Public officials progress regularly (index and grade) Public officials begin their retirement plans well before retirement.	Number of manuals distributed; Number of procedures manuals available on websites of Ministries.	MINFOPRA ISMP	Ministries; Sector Trade Unions			
Raising awareness on the negative impacts of corruption	Actors are informed and aware of the harmful effects of corruption	Number of sensitisation sessions conducted (seminars, media, etc. Number of actors sensitised	ACUs HRD	Ministries; Trade Unions; Media			
Adapt the General Statute of the Public Service to requirements of transparency, ethics and integrity	Rules of transparency, ethics and integrity are known to and applied by all	General Statute of the Public Service revised	Prime Minister ACUs	MINFOPRA; All Ministries, Sector unions			
Educate users and public officials on the basic principles of	Public officials treat users' files with fairness	Number of sensitisation sessions on the basic principles	ACUs	All ministries Trade Unions and other			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
processing files (first come, first served: (FIFO))		of file treatment Number of actors sensitised		sector associations			
Inform users about free public services	Public officials no longer scam users	Number of information and dissemination channels Number of user complaints	ACUs Ministers	All Communication Units of ministries; Trade Unions and sector associations; Media			

Strategic axis 3: Conditions (Provide public officials with decent work and living conditions to reduce their vulnerability to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Upgrade the salaries of public officials	Adequate remuneration reduces bribery	Percentage increase in salaries of State employees; Number and types of user scams by public officials	President of the Republic	MINFI MINFOPRA MINTSS Trade Unions			
Improve working environment and conditions	Quality and enough working material supplied, reducing abusive requests from users; Public officials more serene and efficient	Number and types of equipment provided; Number of user complaints about requests to provide material to public officials	General Affairs Division/ Director of Human Resources	Ministers, ACUs, Trade Unions			
Decongest officers	Circulation and quality of work improved	Number of officials recruited annually Number of files processed monthly or annually by a public official	All Ministries	ACUs; Users			
Abolish the system of holding several posts	Embezzlement opportunities are reduced	One individual per post; Number of posts redeployed	President of the Republic Prime Minister All Ministers	ACUs, Directors Trade Unions			
Limit contact between users and public officials	Exposure to corruption is limited; Vulnerability of agents is reduced.	Number of one-stop shops available; Number of Middlemen reduced	Prime Minister; MINFOPRA	Ministers; All Ministries; State agents			
Allocate resources adequately and equitably	Resources are allocated and used efficiently	Computerised management and monitoring system for resources and property; Performance evaluation grid; Organisational framework	Prime Minister; Parliament; MINFI	All Ministries; ACUs; Trade Unions			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Create control and monitoring mechanisms (with records for attendance, file processing monitoring, and deadline)	Transparency and efficiency in the processing of files handled	Number of files processed on time with transparency and efficiency	Ministers	Secretaries General of Ministries, Inspector Generals, ACUs			
Continue the computerisation process of the file processing system	Repetitions deleted	Number of computerised administrative procedures	Government	All Ministries			
Constantly build the capacities of State agents	State agents are more competent and efficient	Training programme for public officials; Number of capacity building training sessions; Number of trained public officials	Prime Minister; MINFOPRA; ISMP	Other Ministries; ACUs			
Ensure compliance with Organisation charts	Organic frameworks and Organisational charts rigorously respected Only agents with the required profit at the position appointed	Number of charts rigorously applied; Number and types of mismatches between training or experience and position held.	President of the Republic	All Ministries; ACUs			
Apply Article 66 of the Constitution	Reporting officers declare their assets and properties; Embezzlement and illegal enrichment reduced	Text of application of the law signed	President of the Republic	Ministers; ACUs; Trade Unions			

Strategic axis 4: Incentives (Recognise and model positive stakeholders in the sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Identify, reward, popularise the best employees throughout the country	Individuals and positive behaviours displayed as models and encouraged	Number of awards granted; Popularisation throughout the national territory and media coverage	Presidency of the Republic Chancellery of the National Orders	All Ministries; ACUs; Trade Unions; Sector stakeholders			
Periodically audit the quality of services rendered	The quality and service performance continuously guaranteed	Number of quality audit reports	Ministers; Inspectors General; ACUs	Trade Unions; Sector stakeholders			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up an objective staff evaluation system	Staff is objectively evaluated	Level of sensitivity and reliability of the evaluation system	Government	MINFOPRA ISMP; All other Ministries			
Draw up an attractive career plan for deserving staff	Deserving staff actually promoted	Number of staff who benefit from the new measures	MINFOPRA; Ministers	Human Resources Divisions/ General Affairs Division; ACUs			
Project public services with probity	Public services with probity labelled	Number of services tagged	Labelling Organs; MINFOPRA; PAE/MINFOPRA	CONAC; ACUs; CSOs			

Strategic axis 5: Sanctions (Adopt a “zero tolerance” policy on corruption in companies)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically sanction cases of proven corruption	Impunity undermined	Number of individuals sanctioned; Number of sanctions	Prime Minister; Ministers	MINJUSTICE ACUs			
Punish those who fail to apply sanctions	Laxity in the application of sanctions is reduced	Number of senior officials sanctioned; Number of sanctions	PRC; Prime Minister	All Ministries; MINJUSTICE ACUs			
Ensure fairness in applying sanctions	Sanctions placed without discrimination	Number and rank of persons sanctioned	Prime Minister; Ministers	ACUs; Trade Unions			
Ensure implementation and follow-up of sanctions	Agents are effectively sanctioned; Rapid application of sanctions ensured	Number of sanctions actually applied; Time lines between sanctions and their enforcement	ACUs	CONAC MINJUSTICE			
Fight against reprisals	Whistleblowers freely denounce acts of corruption and its perpetrators	Number of sanctions relating to reprisals	Prime Minister; Ministers	ACUs; CONAC MINJUSTICE			

14.5. ACTORS FOR THE IMPLEMENTATION OF THE ANTI-CORRUPTION STRATEGY IN THE PUBLIC SERVICE AND ADMINISTRATIVE REFORM SECTOR

Sector	Category of actors		
	Leaders	Middlemen	Beneficiaries
Public Service and Administrative Reform	President of the Republic Government Control and Investigation Bodies	Managers and staff of user administrations Administrations in charge of administrative and financial management Directors of training schools Staff in charge of reception and processing of files (integration, career, retirement) Members of the committee for marking competitive examinations ACU	Staff concerned Trade Unions Administrative and traditional authorities Media; Computer scientists (SIGIPES) TFP; Families; Students Candidates for competitive exams

CHAPTER 16

ANTI-CORRUPTION STRATEGY FOR THE FAMILY AND SOCIAL AFFAIRS SECTOR

16.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Non-consideration of persons living with disabilities in access possibilities to public buildings • Allocation of donations and grants based on political criteria • Influence peddling in the allocation of donations and grants • Withholding of information on the criteria for awarding grants and donations • Withholding of information on Beneficiaries of donations and grants • Misappropriation of grants and donations • Fictitious beneficiaries of donations and grants • Inadequacy between budgets for subvention and grants and actual needs • Subjective monitoring and control of public and private social structures • Non-consideration of skills and moral values • Tribalism • Favoritism • Conflict of interest • Gender discrimination • Blackmail and sexual harassment • Bribery • Premiums allocated on subjective criteria and not on merit • Diversion of inheritances to the detriment of widows and orphans • Economic and sexual exploitation of children • Exclusion of women from access to land ownership • Irrational allocation of resources • Use of material for personal purposes • Fictitious contracts 	<ul style="list-style-type: none"> • Lack of career management plans • Control weaknesses • Tribalism, favoritism • Exacerbated desire for popularity • Ignorance of laws and procedures • Quest for personal gain • Absence of ethics and deontology • Greed • Political pressure • Conflicts of interest • Sociocultural hindrances • Non-compliance with procedures • Precariousness of public officials • Absence of punishment • Slow and cumbersome sanction procedures • Poor working conditions • Lack of transparency in the management of public affairs • Egocentrism, kleptomania • Unbridled search for leadership • Social protection system loopholes • Politicisation of public administration • Low political will • Lack of consideration for the sector • Invasion of the profession by incompetent adventurers • Absence of a strong policy for the effective protection of vulnerable persons: women, children, the disabled
<p>The above causes and manifestations testify to the greed and desire for personal enrichment of stakeholders, who, regardless of any form of ethics, create fictitious structures and unduly benefit from subsidies. In addition, although other structures exist legally, they are in a state of precariousness and disrepair, because of diversion of subsidies for personal motifs.</p> <p>In the sector, corruption is aggravated by discrimination against women, children and persons with disabilities, who find themselves deprived of some of the benefits of national solidarity and generosity.</p>	

2015 REFERENCE DATA ON THE CORRUPTION INTENSITY IN THE SECTOR

Sector: Family and Social Affairs	Corruption intensity: 5.04 points on 10
<p>The level of corruption in this sector dropped from 7.14 points in 2010 to 5.04 points in 2015. Resistance to the fight is principally due the non-application of texts governing the sector.</p> <p>Particular emphasis should be placed on distributing, monitoring and evaluating grants and donations to social centres to limit acts of corruption. Also, Cameroon is a country where social protection is still very low and the values of solidarity and family are threatened by greed and the desire for rapid and illicit enrichment. The anti-corruption programme for the sector should therefore be effectively implemented to ensure greater protection and solidarity for the vulnerable social strata and all citizens, so that they can reap the full benefits of the country's development and economic growth.</p>	

16.2. DIAGNOSIS OF THE ANTI-CORRUPTION DRIVE IN THE FAMILY AND SOCIAL AFFAIRS SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Ravaging poverty • Exponential increase in living standards • Moral crises • Impunity • Rooted corruption in Cameroonians • Resistances to change • Persistent cupidity of actors • Long and cumbersome procedures • Insufficient State means • Low awareness of grassroots populations • Weakness of regulatory texts • Difficulties in producing and administering evidence of corruption • Low level of professional ethics • Weakness of the repressive mechanisms • Information retention • Lack of adequate equipment • Low living standard • Submission and passivity of victims • Absence of texts and laws on respect for social genres • Low spirit of association • Cultural and traditional barriers • Ineffectiveness of ACUs • Lack of ACUs in devolved services • Insufficient human, financial and material resources • Absence of procedures manuals and their low level of popularisation • Low salaries • Infrequency of management controls • Low culture of denunciation • Low dissemination and appropriation of conventions • Reluctant internalisation of international conventions • Ignorance of texts • Insufficient permanent control mechanisms • Traffic networks • Fear of reprisals • Lack of whistleblower protection • Absence of care facilities for people with reduced 	<ul style="list-style-type: none"> • Improvement of the living and working conditions of social workers • Existence of ACUs • Sensitisation initiatives • Beginning of sanction of acts of corruption • Involvement of moral authorities in the anti-corruption drive • Expansion of Anti-corruption Institutions • Awareness of the misdeeds of corruption • Existence of a Civil Society Organisations specialised in gender protection • Existence of specialised ministries • Establishment of the gender criterion as one of the conditions by TFPs • Existence of Organisations to empower women and the family • Ratification of international conventions • Ongoing process to draw up a family code • Capacity building of anti-corruption actors • Strengthening and upgrading mechanisms • Positive sanctions • New State finance regime • Media publication of sanctions • Labeling process initiated • Existence of an Anti-corruption strategy in the sector

mobility • Absence of an accountability obligation	
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16.3. ANALYSIS OF THE CHALLENGES IN THE FIGHT AGAINST CORRUPTION IN THE FAMILY AND SOCIAL AFFAIRS SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Decrease in the marginalisation of some social strata • Valuing the individual and increasing the degree of participation in activities • Reduction of inequalities • Effectiveness and efficiency in the execution of projects • Increasing violence • Credibility at the international level • Emergence in the short term • Greater consideration of the needs and aspirations of social strata in development projects • Fair and equitable distribution of the fruits of growth • Social cohesion • Vulnerability of the development process • Loss of external financing needed for development • Quality and credibility of public services • Improvement of the quality of governance • Improvement of the living conditions of the population • Skill development • Demobilisation and demotivation of senior staff • Degradation of the social climate • Waste of resources 	<ul style="list-style-type: none"> • Affirmation of political will • Reduction of tribalism, favoritism and prejudices • Equal access to resources and other benefits for women and the disabled • Project management by experts • The advent of good governance • Standard of living acceptable to all, less favoritism, tribalism and prejudice • Population support in development efforts • Institution of the rule of law and good governance • Rigour in State resources management • Raising the purchasing power of households • Recognition of a job well done, reward of deserving staff
<p>Inclusive growth, reduction of inequalities and the improvement of living conditions are challenges faced by Cameroonian public authorities within the development process and economic and political emergence begun several years ago. It is not only important that the State allocates more resources to the Family and Social Affairs sector by putting it at the center of its concerns, but also but also ensures that resources allocated to reduce vulnerabilities and improve the well-being of the population are used efficiently to contribute to the attainment of Government's objectives. This necessarily requires urgent and effective anti-corruption measures.</p>	

16.4. ANTI-CORRUPTION STRATEGIC ACTION PLAN IN THE FAMILY AND SOCIAL AFFAIRS SECTOR

Strategic objectives:

Strategic objective 1: By 2035, improve women's empowerment to make them less vulnerable to corruption.

Strategic objective 2: By 2035, allocate grants and donations in a more transparent and equitable manner.

Strategic Axis 1: Prevention (Eliminate all opportunities that allow individuals to carry out acts of corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Clearly define procedures for access to social services	Procedures for access to social services defined and clarified	Existence of the procedures document and its application in the whole sector	Minister of Social Affairs, Minister of Women's Empowerment and the Family	Social centers, Associations, Trade Unions, Women Empowerment Centers, Partners			
Develop or revise policies relating to the family (family code), childhood, people with disabilities, women, marginalised strata	Policy documents concerning marginalised social strata drawn up and popularised	Policies developed and operationalised, Improved conditions of marginalised persons	MINAS, MINPROFF, Parliament	SG of Ministries concerned, Partners, CSOs			
Provide access to employment to all social strata	All social strata involved in development processes	Number of new social cases employed, Number of newly trained women	MINPROFF MINAS MINEFOP MINPMEESA	Private Sector, NEF			
Appoint competent and honest people to positions of responsibility	Competence and results improved and valued	Improved service and user satisfaction at all levels	MINAS, MINPROFF	Prime Minister, Secretaries General, HRD			
Institute social security for all through the creation of Social assistance institutions	Social security ensured for all people	Number of social security institutions set up	President of the Republic, Prime Minister, Government, Parliament	MINAS MINPROFF MINSANTE NSIF			
Allocate adequate, sufficient and necessary materials to structures	Capacity-building of the structures	Number of structures with adequate and necessary equipment	MINAS, MINPROFF,	Social centres and other structures; Women's Empowerment Centers			
Build social welfare centres and training structures and allocate adequate budget for their functions	Conditions and capacities of Social and training structures improved	Existence of new structures Budget Increase	Heads of Social Centres; MINFI	MINAS MINPROFF Financial Services of Ministries concerned			
Publish donations and aid granted to populations by MINAS and MINPROFF	Discrimination and frustrations caused by embezzlement reduced	Number of publications of donations	MINAS MINPROFF	Regional delegates; Directors of social centers and women empowerment centers; Associations			

Strategic axis 2: Education (Promote ethical values, morality, solidarity and spirit of sharing in actions undertaken in favour of socially vulnerable and marginalised groups)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Popularise ethical and civic values by introducing national languages in school curriculum	Training modules on ethical and civic values are translated into national languages	Existence of documents; Number of documents published	MINEDUB MINESEC MINESUP	Education inspectors; Social Welfare centers; Church leaders			
Encourage the creation of anti-corruption groups (associations, networks) made up of women and vulnerable persons	Women and vulnerable people more involved in the anti-corruption drive	Number of anti-corruption groups created	MINAS MINPROFF	Associations; Social Welfare centres; Anti-Corruption Units			
Train administrative staff in good governance practices	The relationship between public officials and users is sanitised	Opinion of actors; Feedback from service reports	MINAS MINPROFF	Sector Associations; Partners			
Train media persons on gender-family-corruption issues	The public objectively informed on gender-family-corruption issues	Number of media actors and media outlets trained	MINAS MINPROFF MINCOM Directors of private and public press organs	Sector Associations; Partners			
Develop training modules on anti-corruption techniques for social centers, CPFs and associations	Trainers and partners trained on anti-corruption techniques	Existence and integration of training modules in training centres on anti-corruption techniques; Number of institutions trained	MINAS MINPROFF Heads of the Centers concerned	Partners			
Systematically popularise conventions and texts on gender promotion and protection	Conventions and promotion texts published and accessible	Number of individuals informed about the conventions; Number of information kits distributed	MINAS MINPROFF ACU	Partners			
Increase vocational training centers for vulnerable social groups	Vulnerable social groups made more autonomous	Number of new social centres and CPFs created	Heads of centers concerned Prime Minister MINFI	MINAS MINPROFF			

Strategic Axis 3: Conditions (Improve the working conditions of social workers to reduce their vulnerability to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Increase significantly the salaries of public officials	The salaries of public officials increased	Salary scale published; Salary upgraded	President of the Republic	MINFI MINEPDDDED Parliament MINAS MINPROFF			
Rapidly include newly recruited civil servants on State payroll	Fresh public workers included on State payroll within appropriate deadlines	Number of agents rapidly placed on State payroll	Prime Minister; MINFOPRA; MINFI; DHR	MINAS; MINPFROFF; SIGIPES			
Improve the physical working environment (infrastructures, equipment, logistics)	Service capabilities improved	Real existence of material and adequate equipment	MINAS MINPROFF DGA	Partners			
Substantially improve the budgets of ministries in charge of social issues (MINPROFF, MINAS, etc.)	Budget allocations increased	Percentage increase in allocations	MINFI MINEPAT Parliament Prime Minister	MINAS MINPROFF DGA and DFR			
Introduce at all levels the system of refresher courses of public officials (on governance, procedures, technical aspects related to their posts of responsibility)	Training / employment adequacy effective	Number of organised refresher sessions	MINAS MINPROFF ISMP	Partners			
Develop career plans for public officials	Career plans better defined and disseminated	Existence and popularisation of career plan documents	MINAS MINPROFF	Trade Unions, Sector Associations			

Strategic Axis 4: Incentives (Recognise and appreciate the most committed actors in the fight against corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Commend positive agents of change	Anti-corruption actors identified	Number of congratulatory letters addressed on established criteria	MINAS MINPROFF DGA SG	Anti-Corruption Units, Partners			
Organise ceremonies of excellence where bonuses will be distribution to the best actors	The best anti-corruption actors valued	Number of persons appreciated according to defined criteria	MINAS MINPROFF DGA SG	Anti-Corruption Units, Partners			
Grant increments, grades to the best agents	Honest people in the sector rewarded	Number of indices and grade increases registered	MINAS MINPROFF DGA SG	Anti-Corruption Units, Partners			
Appreciate CSOs that stand out by awarding them public utility recognition	The identified anti-corruption CSOs recognised as being of public utility	Number of identified CSOs; Number of CSOs recognised as public	Presidency of the Republic Prime Minister's Office MINAT	ACUs; CSO networks; MINPROFF MINAS			
Label services and honest CSOs in the sector	Sector services and CSOs labeled	Number of labeled services Number of certified CSOs	Labeling structures	CONAC; MINAS MINPROFF; CSO MEDIA			

Strategic axis 5: Sanction (Inflict severe sanctions (and follow them up) against stakeholders involved in corruption within the Family and Social Affairs sector)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish the list of identified offenders (corrupt persons) in news papers	Actors dissuaded from committing acts of corruption	Number of offenders identified in newspapers Frequency of publications	MINPROFF MINAS	Media, ACU TFP			
Demote or dismiss offenders with immediate effect	Sanctions imposed on offenders	Number of demotions and dismissals recorded	Ministers	ACU			

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Prosecute corrupt offenders	Acts of corruption punished	Nombre de cas traduits en justice Number of cases prosecuted	ACU	Courts; Sector Associations			
Suspend the salaries of public officials found guilty of acts of corruption	Salaries of offending staff suspended	Number of staff whose salaries have been suspended	Ministers SIGIPES	ACU MINFI			
Operationalise the declaration of assets before and after reporting professions take up their duties	Improved transparency in budget management	Number of declaration of assets received	The President of the Republic	Ministries involved CSO; ACU			
Introduce community service	Community service introduced	Number of chores imposed	MINPROFF; MINAS; Parliament; DAG	CSO ACU			
Revise the Penal Code to adapt it to the new forms of economic and financial crimes	The Penal Code addresses new forms of economic and financial crimes	New criminal law provisions relating to economic and financial crimes	MINPROFF; MINAS Parliament; MINJUSTICE	CSO; Secretaries General			
Systematise internal audits	Internal audits carried out systematically	Number of internal audits carried out per year	MINPROFF; MINAS TFP; CONSUPE	ACU			

16.5. ACTORS TO IMPLEMENT THE STRATEGY IN THE FAMILY AND SOCIAL AFFAIRS SECTOR

Sector	Category of actors		
	Leaders	Middlemen	Beneficiaries
Family and Social Affairs	Traditional leaders; RLAs; Administration; Local elected representatives; Missionary organisations; TFPs; Governors and Senior Divisional Officers and Sub-divisional Officers; Judicial authorities; Government	Opinion leaders; Religious authorities; NGOs; Divisional delegates; Associations of traditional leaders; CSO networks; Media; Political parties; FLO; Anti-Corruption Units in Ministries.	Families; Public prosecutors; Staff at regional human rights centres; Heads of women's empowerment centres; Support project managers; Victims; Parliament

CHAPTER 17

ANTI-CORRUPTION STRATEGY FOR THE WATER AND ENERGY SECTOR

17.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE WATER AND ENERGY SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Various hassles when paying water and electricity bills • Abnormally long delays in restoring electricity and water supplies • Undue payments by users to agents for connection to networks and restoration of electricity and water supplies • Splitting public contracts to circumvent procedures • Creation of fictitious companies to bid on several contracts • Abusive use of restricted calls for tenders • Insider trading by members of the Procurement Commission • Opacity of the recruitment process • Inappropriate choice of sites for works • Overbilling for works and services • Poor quality of works • Poor monitoring of public contracts • Fictitious acceptance of works • Payment of 10% to the PO • Collusion between inspectors and contractors • The practice of "lyreing", i.e. reducing the quantity of gas in domestic cylinders • Use of unreliable commercial scales • Quantity control is the responsibility of the Ministry of Commerce • Fuel leaving SONARA for export is "tax-free", but it is dissolved in the domestic circuit and sold at a reduced price • Difference between the quantity marked on the papers and that contained in the tanks • Complicity of police and customs officers in petroleum product fraud • Adulteration of petroleum products by markers • Presence of unauthorised distribution and consumption stations, i.e. transport agencies with fuel pumps • During MINEE controls, some employees are complicit in these practices • Allocation of space in SCDP bins to markers more than indicated on the paper • Involvement of Army officials at all levels of petroleum product fraud • Importation of contraband fuel by sea and road • Falsification of SONARA and SCDP seals • Handover of seals to markers, who affix them after certain manipulations. • Existence of "champs de tir" (tanker trucks leaving SONARA and SCDP go into bushes and mix the product before injecting it into the domestic market). 	<ul style="list-style-type: none"> • High financial stakes for the sector • Lack of transparency in consumption billing • Monopoly situation of dealers in the sector • Archaic personnel management • Slow and cumbersome procedures • Ignorance of procedures by users • Impunity • High energy costs leading to fraud • Disproportionate amounts of penalties • Lack of permanent control • Complacency of the control and regulatory body • Obsolete equipment • Uncivil behaviour • Vulnerability of controllers to dealers • Social pressure • Absence of morality investigation in the choice of members of the Tender Board • Insufficient resources for control bodies • Lack of probity and competence of controllers
<p>The Water and Energy sector strategy covers two components:</p> <ul style="list-style-type: none"> - an Energy component, subdivided into hydraulic electrical energy, thermal electrical energy, renewable energies (photovoltaic, wind, etc.), hydrocarbons and biomass; - a water component. 	

MANIFESTATIONS	CAUSES
<p>The Energy Sector Development Program (PDSE) calls for a significant increase in energy supply. To achieve this, major investments are planned for energy development, and these investments provide a breeding ground for corruption.</p> <p>Despite the entry into force of a law on the liberalisation of the Energy sub-sector, the latter remains marked by the existence of a monopoly situation in the production and marketing of energy. This state of affairs is considered by stakeholders in the sector to be one of the factors contributing to corruption.</p> <p>Similarly, given the large volume of government investment in the Water sub-sector, there are strong opportunities for corruption. Indeed, public policy in the water sector also stipulates that, by 2035, the State is committed to considerably increasing access to water in line with the guidelines of the MDGs.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Water and Energy	Intensity of corruption: 6.31 points out of 10
<p>Since the start of the implementation of the NACS in 2011, this sector has been particularly involved, which has made it possible to note a drop in the level of corruption, from 6.64 points in 2010 to 6.31 points in 2015.</p> <p>This drop is largely attributed to the creation of Anti-Corruption Units in the structures under the authority of the Ministry of Water Resources and Energy, which have also adopted integrity pacts.</p> <p>This encouraging result, notwithstanding, the sector is still considered one of the most corrupt in Cameroon, with the persistence of the phenomenon of adulterated fuel, fraudulent and uncontrolled connections to water and electricity supply networks, speculation on the quantities and availability of domestic gas, unrealistic electricity and water bills that do not seem to reflect actual household consumption, etc.</p>	

17.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE WATER AND ENERGY SECTOR

DIFFICULTIES	FAVORABLE FACTORS
<ul style="list-style-type: none"> • Difficulty in regulating prices • Lack of civic education • Complicity between corrupt persons • Collusion between independent observers and members of procurement commissions • Lack of traceability in monitoring scheduled projects • Lack of synergy among anti-corruption bodies • Fear of reprisals • Insufficient resources allocated to anti-corruption bodies • Narrow margins of manoeuvre for control structures vis-à-vis their supervisory bodies • Predisposition of users to offer bribes 	<ul style="list-style-type: none"> • Consumer awareness of their rights • Existence of anti-corruption institutions • Existence of a code of ethics in certain companies in the sector • Existence of a legislative and regulatory framework governing the sector's activities • Existence of regulatory bodies • Practice of unannounced checks in certain companies in the sector • Capacity-building of anti-corruption bodies • Existence of consumer protection legislation • Existence of local units for monitoring the execution of public contracts • Diversification of communication channels • Existence of an anti-corruption strategy for the sector • Existence of service regulations (Water and Energy)
<p>The diagnosis of the fight against corruption in the Water and Energy sector shows that there are tools and, to a certain extent, favorable conditions for this fight. However, in order to reduce corrupt practices, efforts need to be made to tackle the obstacles listed above.</p> <p>Concretely, the issues of monopoly, retaliation against positive actors in the sector, education and scope of competence of regulatory institutions, etc., need to be addressed.</p>	

17.3. ANALYSIS OF THE CHALLENGES OF THE FIGHT AGAINST CORRUPTION IN THE WATER AND ENERGY SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • More transparent management • Customer or user satisfaction • Attraction of foreign investments • Optimal execution of projects initiated in the sector • Creation of decent jobs • Improvement in quality of service • Progressive coverage of the entire territory and optimal access of populations to these services • Significant improvement in the living environment of the populations • Social harmony • Industrialisation of Cameroon • Transfer of advanced know-how • Acceleration of the country's economic growth 	<ul style="list-style-type: none"> • Rigorous compliance with infrastructure development plans • Strengthening the rule of law • Identification and sanction of all actors convicted of violations of legal and regulatory provisions • Strict compliance with the rules of the art in the creation of works • Application of texts governing public procurement • Maturation of investment projects • Strengthening the public-private partnership by setting specific objectives to respect in terms of application of standards • Opening the sector to competition
<p>The challenges of the fight against corruption in the Energy sub-sector are important if we look at the Government's challenges in terms of investment aimed at covering the energy supply deficit by 2025. Public contracts which accompany the construction of these infrastructures are all opportunities for corruption which must be prevented and punished if necessary.</p> <p>Similar problems arise for the Water sub-sector which also requires significant investments to increase population access to drinking water to 75% by 2035. Given these challenges, it seems appropriate to create preconditions for implementing a good anti-corruption policy alongside the realisation of these investments.</p>	

17.4. ANTI-CORRUPTION STRATEGIC PLAN OF ACTION IN THE WATER AND ENERGY SECTOR

Strategic objectives:

Strategic objective N°1: By 2035, the Corruption Perception Index in the Water and Energy sector drops by at least one point thanks to effective actions to restore confidence within the sector.

Strategic objective N°2: By 2035, the quality of services in the Water and Energy sector has considerably improved due to the reduction in acts of corruption in the production and distribution chain.

Strategic objective N°3: By 2035, at least 60% of the investment program in the Water and Energy sector is achieved due to the reduction of corruption in the procurement system.

Strategic axis 1: Prevention (Combine detection and deterrence tools to limit opportunities for corruption)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up a mechanism to inform users of their rights and obligations	Users informed of their rights and obligations	Existence of a functional information mechanism	MINEE Dealers	Media CSOs			
Open up the sector to competition	Water and energy production and distribution monopolies eliminated Quality of water and energy services improved Service costs in line with quality/price ratio	Number of dealers in the sector Number of power and water cuts Number of billing disputes	President of the Republic MPs and other elected representatives PM	MINEPAT MINEE MINFI			
Set deadlines for processing files	The bottlenecks in the file processing circuit resolved	The deadlines for processing files known and posted	ACU; IG MINEE Managers of public and private companies in the sector	CONAC CSOs			
Render the procedures for accessing services more flexible	Connection times to different networks reduced The reception of users in the Water and Energy sector improved Procedures for access to water and energy simplified	Procedures manual Number of subscribers Number of complaints registered Time spent at counters	MINEE Managers of public and private companies in the sector	General Manager of ARSEL			
Set up Anti-Corruption Units within companies in the sector	Units created and functional	Number of companies with an anti-corruption unit	CONAC Dealers	SG of MINEE			
Draw up integrity pacts for companies under MINEE supervision	The issue of the fight against corruption better addressed by companies under the supervision of MINEE	Reduction in the number of corruption complaints received by MINEE	Managers of companies under supervision MINEE	ACU; CONAC Media; CSOs			
Increase the social responsibility of actors in the sector	Increased accountability of sector actors	Number of tools adopted (integrity pacts, declarations of commitment, codes of ethics, etc.)	Managers of companies under supervision MINEE	ACU; CONAC; Media; CSOs			

Strategic axis 2: Education (Make all stakeholders aware of the dangers of corruption in the development of the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Raise awareness on the risks associated with longevity in positions of responsibility	Personnel in positions of responsibility are renewed at regular intervals	Decrees and orders, appointment and transfer decisions	CONAC; CSOs; Media	Unions PM's Office; MINEE			
Raise awareness on the negative impact of corruption	Actors are more aware of the harms of corruption Integrity behaviour adopted by all stakeholders in the sector	Number of awareness campaigns Number of people sensitised	CONAC; MINEE ACU; MINEE; CSOs Media	MINEE FTPs			
Popularise the legal texts that govern the water and energy sector in Cameroon	Stakeholders better informed about the sector's laws and regulations. Appropriate behaviours are adopted by stakeholders in the sector	Number of broadcasts Number of associated media Number of materials produced Level of appropriation of the code by stakeholders	MINEE ACU; Legal Department; Media; ARSEL; CSOs	AES-SONEL; EDC KPDC; SIE CAMWATER; CDE			
Strengthen the capacities of ACU members in the Sector	The skills of ACU members in handling cases of corruption improved	Number of training sessions held	IG MINEE; DAG MINEE; ACU; Managers of companies under supervision	CONAC; FTPs			
Develop codes of conduct for companies operating in the sector	The quality of service delivered by sector personnel improved	Number of companies with a code of ethics or good conduct	IG MINEE; ACU Managers of companies under supervision	CONAC; CSOs Media			
Label services provided in the sector	The quality of service provided by actors is improved	Number of labeled services	Labeling entities	CONAC; Media			
Integrate the issue of the fight against corruption into the training programs of major schools in the sector	Moral values increased	Number of major training schools providing courses on the fight against corruption	MINEE Directors of major training schools in the sector	CONAC, IG MINEE, ACU			

Strategic axis 3: Conditions (Reduce the vulnerability of actors to corruption by establishing better working conditions)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Apply sector collective agreements	Collective agreements applied Social climate in sector companies improved	Number of decisions resulting from the application of collective agreements Number of complaints from sector personnel	MINTSS, Managers of public and private companies in the sector, ACUs	Unions, MINEE			
Ensure strict application of regulations and procedures in force in the sector	Public contracts awarded in a transparent manner The conditions of the specifications respected in the award of public contracts.	Number of public contracts awarded in transparency Number of complaints recorded Number of cancelled invitations to tender Rate of execution of public contracts	MINEE, SG MINEE MINEE ACU, ARMP, ARSEL	Managers of concession companies Private operators			
Provide services with appropriate resources	Working conditions improved due to better distribution of staff and financial resources	Competent staff in sufficient numbers Availability of suitable equipment Adequate and available budget	MINEE, SG MINEE MINFI MINEPPAT ARSEL	MINEE ACU, Unions			
Provide units with appropriate resources	The fight against corruption institutionalised and better embraced by sector actors	Number of Anti-Corruption Units with their own budgets	MINEE; SG MINEE DAG MINEE IG MINEE	CONAC			
Raise the salaries of professionals in the sector	Staff motivation increased	Number of collective agreements signed and applied	MINEE Managers of companies DAG MINEE	IG MINEE; CONAC CSOs, Unions Media			
Improve the working conditions of professionals in the sector	The productivity of professionals in the sector improved	Mechanisms aimed at improving working conditions are identified	Unions; MINEE, Managers of companies	CONAC; Unions CSOs; Media			

Strategic axis 4: Incentives (Design an effective and motivating system of rewards for each type of actors)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Label actors according to their level of integrity	Labeling criteria known and applied There healthy competition between actors in the sector.	Number of labels awarded Proportion of labeled actors in relation to demand	Civil Society Organisations	FTPs; ACUs, Managers of companies, Unions, SG of MINEE			
Recognise the integrity of stakeholders	Positive stakeholders in the sector systematically rewarded	Number of actors who received distinctions	MINEE; SG of MINEE IG MINEE; ACUs; Managers of companies	CONAC CSOs Media			
Award honorary distinctions to personnel of integrity	Emulation through best practices effective	Number of honors awarded	MINEE; SG of MINEE IG MINEE; ACUs; Managers of companies	CONAC CSOs Media			
Advocate the promotion of actions and practices of integrity	Integrity enshrined as a value in the sector	Advocacy plan developed and implemented	ACU IG	CONAC; CSOs; Media			

Strategic axis 5: Sanctions (Put an end to impunity by systematically punishing acts of corruption in accordance with current legislation)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Cancel all contracts tainted by irregularities	Negative networks involved in awarding contracts dismantled	Number of contracts cancelled List of lapsed companies	ARMP, ACU MINEE	MINEE; Regional and Local Authorities; Managers of concession companies			
Protect whistleblowers	A whistleblower protection mechanism set up	Number of well-founded denunciations Number of actions taken following denunciations	CONAC; ACU MINEE; IG MINEE Courts; INJUSTICE and Judicial Police Officers	Sector unions Sector professionals SG MINEE			
Publish the list of sanctions taken as part of the fight against corruption	Negative practices reduced by publishing and updating lists of sanctions applied in the sector	List of sanctions	ACUs; IG MINEE Managers of companies	CONAC; Media CSOs			

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Encourage whistleblowing	The feeling of impunity reduced among negative actors in the sector	Number of denunciations Number of sanctions imposed	ACU IG DAJ	CONAC CSOs Media			

17.5. ACTORS TO IMPLEMENT THE STRATEGY

Sector	Categories		
	Leaders	Middlemen	Recipient entities
WATER AND ENERGY	President of the Republic of Cameroon Speaker of the Parliament; Prime Minister; MINEPDED; MINEE MINEFI	AES SONEL; AER EDC; CAMWATER CDE	Economic operators Local authorities

CHAPTER 18

ANTI-CORRUPTION STRATEGY IN THE YOUTH, SPORTS AND LEISURE SECTOR

18.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE YOUTH, SPORTS AND LEISURE SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Purchase of marks, tests and competitive entrance exams • Multiple voting in sport and youth institution elections • Extortion and scams • Promotion of unethical attitudes • Widespread favoritism • Lack of funding for youth projects • Deliberate withholding of information • Slowness in processing youth files • Instrumentalisation of youth in crowd movements (elections, strikes) • Sexual harassment • Harassment of athletes and actors • Non-compliance with rules and procedures • Unrestrained pursuit of wealth • Conflicts of interest • Greed • Cooptation of managers in the management of sport federations • Match-fixing by referees for financial gain • Falsification of official documents (players' birth certificates, match results) • Influence peddling • Manipulation of sport officials by players or other officials in order to facilitate results • Trafficking in sports equipment • Embezzlement of players' bonuses • Conscience buying during sports federation elections 	<ul style="list-style-type: none"> • Inadequacy of the education system • Persistent sense of impunity • Loss of moral values • Mafia networks • Lack of meritocracy • Poverty and impoverishment of the population • Non-compliance with current standards • Lack of transparency in recruitment and administrative competitions • Tribalism • Pursuit of gain and success at all costs • Personality cult • Egoism • Laziness • Greed • Rapid enrichment • Demonstrated desire to corrupt • Difficult access to decent jobs • Dysfunction of family structures • Poor support for young people by decentralised local authorities and community structures • Exodus of athletes to Western countries • Institutionalisation of preferential treatment • Lack of a transparent sanction mechanism • Archaic administrative apparatus • Desire to recover the sums invested in the purchase of competitions or administrative positions • Poor application of texts • Non-objectivity in the conception of certain texts • Poor working and living conditions • Poorly organised management structures • Lack of fair play and sportsmanship • Exacerbated desire to stand out at the expense of others • Incompetence and favouritism • Lack of ethical and professional guidelines • Lack of career prospects for athletes and artists • Poverty of personnel working in the field of leisure • Scamming and blackmail of actors and athletes by decision-makers

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Ransom and extortion to obtain services • Biased selection of festival-goers for participation in shows • Printing and parallel sale of tickets • Development of black markets in ticketing • Lack of objectivity in the selection of players for clubs and national teams • Overcharging • Clientelism • Money laundering • Concussion • Insider trading 	<ul style="list-style-type: none"> • Biased interpretation of playing rules • Unauthorised recording, publishing and distribution of intellectual works • Selfish interests • Greed and megalomania • Lack of professionalism • Lack of skills of certain actors • Lack of transparency in procedures • Lack of ethical rules • Low salaries • Overcharging for services • Selfishness • Lack of respect for the public interest • Lack of moral values and integrity • Cumulation of functions • Lack of career profile • Archaic administrative apparatus • Opaque management of sports and commercial contracts (sponsorship, patronage, etc.) • Ambiguous criteria for choosing officials to participate in sporting events • Retention of incompetent people in positions of responsibility • Unfair selection of players • Administrative delays • Legal loopholes • Nepotism • Tolerance and impunity for corrupt actors
<p>This list of manifestations of corruption, although not exhaustive, shows that the phenomenon has a considerable impact on the Youth, Sports and Leisure sector.</p> <p>However, an examination of the causes and manifestations of corruption reveals that they are predominantly political or institutional in nature. Therefore, tackling corruption in the sector would require carrying out reforms to promote transparency, equity, fair play and justice in the entire process. In addition, young people should be empowered to be involved in sports management.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Youth, Sports and Leisure	Intensity of corruption: 5.08 points out of 10
<p>The intensity of corruption in the Youth, Sports and Leisure Sector dropped by over three points, from 8.12 points out of 10 in 2010 to 5.08 points out of 10 in 2015.</p> <p>Corruption, nevertheless, remains a concern in this sector, which mainly covers youth - the country's future - as well as sport and leisure activities, which play an important role in the national integration process.</p>	

18.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE SECTOR

DIFFICULTIES	FAVORABLE FACTORS
<ul style="list-style-type: none"> • Impunity • Insufficient awareness-raising in the private and public media • Lack of mechanisms for rapid denunciation 	<ul style="list-style-type: none"> • Existence of whistle-blowing mechanisms • Setting up the National Youth Council and other dialogue structures

<ul style="list-style-type: none"> • Insufficient whistleblower protection mechanisms • Difficulties in presenting evidence of corruption • Corrupt practices persist among young people • Tendency towards perversion among young people • Juvenile delinquency • Lack of real political will to fight corruption in the youth sub-sector • Narrowing of the room for manoeuvre of the institutional and individual sectors responsible for the fight against corruption in the sub-sector • Failure to allocate adequate resources • Absence of a consultation platform for institutional actors in the sub-sector (CONAC, ANIF, etc.) • Lack of protection for whistleblowers • Closure of social re-education centres for young people • Protection by parents or elders • Sanctions limited to a certain age group • Resignation of young people • Instrumentalisation of young people • Weak strategic and managerial capacities of some managers of sports federations and cultural associations • Administrative authorities clinging to their positions and resistant to change • Instrumentalisation of sport by politicians • Existence of powerful mafia networks • Lack of autonomy of anti-corruption institutions • Longevity of officials in certain positions • Lack of positive and negative sanctions • Disproportionate distribution of benefits • Opaque management • Leadership problem between main anti-corruption bodies • Non-application of regulatory texts • Lack of monitoring and evaluation • Hegemony of international federations • Reign of money • Multiplication of corruption strategies • Manipulation of actors • Lobbying for acts of corruption • Lack of synergy between different actors involved in the fight against corruption at sector level • Rampant poverty and vulnerability of civil servants to corruption • Impunity due to widespread complicity and connivance • Poor perception of government objectives governing the sector • Insufficient remuneration of socio-cultural actors, leading to a lack of motivation in leisure activities, sports, etc. • Laxity and extortion of users • Injustice • Lack of personal commitment on the part of actors 	<ul style="list-style-type: none"> • Use of various means of communication • Existence of Anti-Corruption Units with suggestion boxes and hotlines • Attachment to religious values • Existence of a law on the creation of associations • Existence of a partnership agreement between the Ministry of Youth and CONAC • Promotion of citizenship education through related programs and projects (SCNPD) • Adoption of the law on the new sports charter, which will help to clean up the sporting environment. • Existence of anti-corruption institutions • Ability of young people to quickly adopt the proposed models • Citizen watch by Civil Society Organisations and the general public • Seminars and workshops organised by government and Civil Society Organisations with donor support • Non-targeted global communication (global awareness) • Development of a significant number of regulatory texts • Media coverage of identified acts of corruption • Campaign to improve moral standards • Promotion of moral values • Government willingness to punish and strictly apply the law without distinction • Institutionalisation of Anti-Corruption Units in Ministries • Public awareness of the phenomenon • Involvement of civil and religious society in the fight against corruption • Use of more restrictive methods towards corrupters • The anti-corruption strategy currently being developed could give greater meaning to individual and collective responsibility. • Existence of a political will to fight corruption • Administrative procedures manuals being generalised • Permanent sensitisation of managers to the need to fight corruption
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<ul style="list-style-type: none"> • Administrative burdens • Powerlessness of the heads of ministerial Anti-Corruption Units due to their hierarchical dependence • Lack of mechanisms to encourage agents of integrity • Ignorance of rights and duties by users • Laxity in repression • Rooting of corruption in morals • Difficulty in providing proof of acts of corruption • Wilful obstructions to investigations • Intimidation • Ignorance of professional and social norms • Absence of Anti-Corruption Units in sports federations 	<ul style="list-style-type: none"> • Change of behaviour/mentality underway • Regular awareness-raising campaigns • Ongoing denunciation of acts of corruption • Systematic control of the management team • Revaluation of remuneration • Popularisation of CONAC activities • Evaluation of results • Strengthening the managerial capacities of management teams • Permanent support from technical and financial partners
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18.3. ANALYSIS OF THE CHALLENGES OF THE FIGHT AGAINST CORRUPTION IN THE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Reduction of influence networks • Promotion of the country’s image and credibility • Reduction of bad practices • Reduction of the political and social influence of the “new rich” in the sector • Improvement of working conditions • Reduction of poverty, unemployment, precariousness of life • Maintaining social peace • Assured academic success • Probity and integrity of young people • Increased sense of patriotism • Improving self-confidence in young people • Respect for values • Awareness of civic and moral duties • Improved sector credibility • Participation in group effort • Respect for community values • Mobilisation for development. • Dynamic, hard-working youth • Reduced conflict • Involvement and full participation of young people • International credibility • Assured socio-cultural, economic and political integration • Social, economic and political development • Encouragement to work • Crime reduction • Ambitious youth with productive output • General interest takes precedence over individual ambitions • Development of the sports sector 	<ul style="list-style-type: none"> • Rebuilding leadership skills and improving institutional governance • Civic and moral training for citizens • Promoting patriotic behaviour and republican values • Forward-looking resource management, planning and equitable redistribution of national income • Systematic use of progressive and exemplary sanctions to Discourage attempts at corruption • Equitable redistribution of income generated by federations • Modernisation of the administration by popularising IT tools to reduce user/public servant interaction • Creation of a favorable and legally protected environment, and thus of the rule of law • Enhance civic education at school, university and in the workplace • Selection of competent, loyal and honest managers • Rewarding virtuous employees • Improving working conditions and encouraging expertise and professionalism • Practice good governance within sports associations • Implement a communication system based on patriotic messages and civic-minded behaviour • Use of progressive and exemplary sanctions to Discourage attempts at corruption. • Create partnerships by setting precise targets for the application of standards. • Improving the business climate by restoring the rule of law

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Economic growth • Attraction of tourists • Decrease in poverty and increase in purchasing power • Improved sports management • Favorable social climate • Restoration of moral values • Equitable sharing of benefits • Rewarding merits • Talent development and retention of players • Increased foreign exchange and economic spin-offs • High profitability of mobilised resources • Achievement or advent of a culturally strong and upright society • Fair redistribution of the fruits of growth • International credibility for our country • Material, financial and fiscal gains • Emergence of cultural values • Reduced unemployment and insecurity • Healthy leisure activities • Improved governance • Good citizenship education • Improvement of the living conditions of social actors, artists and athletes • Promotion of Cameroon's brand image • Improved attractiveness for Foreign Direct Investment (FDI) • Strengthening moral awareness 	<ul style="list-style-type: none"> • Integrity for all players • Elimination of tribalism and nepotism • Implementation of instruments for the transparent and accountable use of funds • Rewarding merit and excellence • Adoption and implementation of legislation on the status and rights of people and cultures • Investment in cardinal values (integrity, meritocracy and hard work); • Increase in budget allocations for the construction and equipping of theaters and other key sports facilities • Creation of a public/private partnership to improve Cameroonian culture. • Setting achievable targets for improving the Corruption Perception Index. • Adoption of a consensual policy for the redistribution of national income, and a fair distribution of the fruits of growth.

18.4. ANTI-CORRUPTION STRATEGIC PLAN OF ACTION IN THE SECTOR

Strategic objectives:

Strategic objective 1: By 2035, Cameroon's youth is a force for positive change in the fight against corruption, capable of innovation and promoting the country's development.

Strategic objective 2: By 2035, the sports sector in Cameroon is a healthy domain where cardinal values such as the cult of effort and merit are shared by all.

Strategic objective 3: By 2035, encourage the majority of young people (80%) are an embodiment of integrity for a prosperous nation.

Strategic axis 1: Prevention (Combine detection and deterrence tools, eliminate opportunities for corruption)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Introduce training modules on corruption prevention into youth mentoring programs	Young people better equipped to fight corruption	Number of major schools willing to provide training on the fight against corruption	MINJEC; MINESUP MINESEC; MINEDUB	CNJC; CONAC ; Teachers and lecturers ; Vocational training colleges; Industry professionals			
Facilitate young people's access to bank credit and other financing	Improved access to financing for young people	Amount of funds released on time	MINJEC; MINFI MINEFOP; MINPMEESA MINADER	PAJER-U; /PIFMAS/PIAASI Credit managers All government programs			
Strengthen management controls over resources allocated to or generated by sports federations	Managerial efficiency improved	Number of control missions carried out during the year	MINSEP	MINSEP control brigades, CONSUPE; ANIF			
Create a special fund for the promotion and development of sector activities	Young people better equipped to fight corruption	Number of youth projects financed	MINJEC; MINSEP MINPMEESA; MINEFOP	Project managers Economic operators			
Draw up an Integrity Pact	Improved relationship between youths and political and religious authorities	Integrity Pact available	MINJEC; MINSEP	CNJ; Sector associations ACU			
Strengthen collaboration between CONAC and Anti-Corruption Units	Meeting schedule finalised Agreement signed Consultation platform set up	Meeting reports	Prime Minister's office Anti-corruption focal points in the Prime Minister's Office	CONAC ACU			
Specialise magistrates in financial and economic crime	Magistrates better equipped to handle cases related to financial and economic crime	Training modules provided to magistrates	Gouvernement	MINJUSTICE CSOs			
Optimise file processing times and procedures	Greater speed and diligence in handling cases Procedural manuals drawn up Computerised mail management system implemented	Reduced delays in processing files	MINJEC MINSEP MINAC	SG Central and decentralised services of ministries			
Raise awareness of the damaging effects of	All stakeholders aware of the harms of corruption	Quality and quantity of messages designed and	CONAC CNLCC	Media, CSOs; Youth associations; Public; National sports associations and			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
corruption		disseminated	ACUs	federations Sportsmen and women			
Renew of presidents and members of federations and associations in the sector regularly	Mafia networks dismantled and compromised officials systematically punished	Number of renewed elected officials in federations and associations	MINJEC MINSEP MINAC	Association members Populations			
Design and drawing up ethical charters for sports and youth associations	Integrity of members of sports and youth associations reinforced	Ethics charters developed and put into practice	MINJEC MINSEP	CNJ; Members of sport associations; CSOs; Populations			
Regular auditing of youth programs and projects	Transparency in the management of youth programs and projects reinforced.	Number of audit reports produced	Heads of relevant ministries	Ministry SGs, ACU Anti-corruption institutions			
Defin selection criteria for national teams	Selection process for national team players made transparent	Compliance with defined criteria	MINSEP	Heads of sports federations, Sports coaches			
Create a commission to grant approvals	Transparency improved in the granting of authorisations	Functional commission	MINSEP	Sports associations and federations			
Set up anti-corruption relay structures	Anti-corruption actions deployed at all levels	Number of operational structures created	MINSEP	External services of ministries			
Fight against doping	Merit promoted in sporting activities	Number of tests carried out	MINSEP	World Anti-Doping Agency (WADA); Cameroonian Organisation for the Fight against Doping in Sport (OCALUDS); Sportsmen; Sports administrators. National sports associations and federations			

Strategic axis 2: Education (Raise awareness of the criminal nature of corruption among stakeholders through appropriate training).

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Reinforce citizenship education with an emphasis on morality	Ethical values encouraged among young people	Multiplicity of community actions undertaken Number of modules delivered Number of targets reached	MINSEP; MINJEC; MINESUP; MINESEC; MINEDUB	CNJ; CONAC Teachers			
Organise thematic workshops on corruption for sector personnel	Greater awareness of deontological and ethical rules	Number of trained personnel	MINSEP; MINJEC; MINESUP MINESEC; MINEDUB	CONAC CSOs			

National Anti-Corruption Strategy (2022-2026)

Introduce teaching of ethics in training centers	Personnel better equipped to fight corruption	Training manuals (schools and universities) written	MINSEP; MINJEC	CENAJES INJS			
Restore traditional values of honor and dignity	Traditional values integrated into training programs	Values acquired and shared by all	MINSEP; MINJEC; MINESUP; MINESEC; MINEDUB	CONAC CSOs			
Train and build the capacity of sector stakeholders in the fight against corruption	Stakeholders better equipped to fight corruption	Number of people trained	CONAC	MINSEP; MINJEC; MINESUP; MINESEC; MINEDUB			
Raise awareness on the criminalisation of corruption	Thematic programs developed and broadcast in the media	Number of themes developed Number of programs broadcast	CONAC	Anti-corruption institutions; Media; CSOs			
Provide support for better appropriation of international anti-corruption instruments	Instruments designed by international Organisations	Number of documents produced and disseminated. Level of appropriation of these instruments by stakeholders	CONAC	MINSEP; MINJEC; MINESUP; MINESEC; MINEDUB			
Publish sanctions against offenders	Illegal practices in the sector reduced	Dissemination mechanisms and channels identified	MINSEP; MINJEC MINESUP; MINESEC MINEDUB	ACUs			
Introduce a Code of Ethics in all sectors of activity	Codes of conduct and best practices known and adopted by all	Codes are adopted and operational	MINSEP MINJEC MINESEC	Sports federations Patrons/ Sponsors Athletes			

Strategic axis 3: Conditions (Provide the Youth, Sports and Leisure sector with appropriate means to effectively fight corruption)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve salaries for professionals in the leisure sector	The vulnerability of professionals in the sector reduced	New salary scale applied	MINAC MINFI	S.G and DAG of ministries, CSOs Unions of professionals in the sector			
Facilitate access to health care and social coverage for actors in the sector	Health care for actors effective	Social security booklets for actors	MINSEP; MINAC MINSANTE; MINTSS	Unions of professionals in the sector; Sportsmen Artists			
Improve the working environment in	The quality of service	Purchase and	Relevant Ministers	S.G and DAG of ministries, CSOs			

National Anti-Corruption Strategy (2022-2026)

the sectors concerned	delivered in the sector improved	delivery orders for work tools and equipment		Unions of professionals in the sector			
Reduce the influence of politicians in public administration	Public administration freed from political pressure	Decision text	President of the Republic; Speaker of the Parliament; Prime Minister	Government members MPs; Senators			
Implement reforms to harmonise the status of public-sector employees	Equity between public sector employees is effective	Legal and regulatory provisions adopted, Number of reforms undertaken and published	Relevant Ministers	DAG; Unions of professionals in the sector, CSOs			
Improve professional training for actors in the leisure sector	Productivity improved both qualitatively and quantitatively	Legal and regulatory provisions adopted, Number of reforms undertaken and published	Relevant Ministers	SGs, Human Resources Directors of the Ministries concerned Producers			
Build sports infrastructures	Reference infrastructures multiplied	Number of infrastructures built	MINSEP	Economic operators Development partners			
Establish compulsory civic service to restore discipline among young people	Youth with positive values	Number of participants in civic service	President of the Republic Prime Minister	MINSEP; MINJEC MINESUP; MINESEC			
Regulate and securing jobs in the sector's professions	Sector actors have decent jobs	Draft text	MINSEP MINAC	Sector associations and unions			
Appoint competent national managers at the head of the national selections	Team managers competent and better paid	Amount of salaries Quality of results achieved	MINSEP MINFI	Presidents of sports federations			
Draw up texts and regulations to punish acts of corruption	Texts drawn up and applied	Text forms	MINSEP MINJEC MINAC	Legal Departments of Ministries			
Provide all structures with adequate human, material and financial resources	Cameroonian men of culture more competent	Competent and honest actors appointed Adapted equipment provided Regular payment of	MINAC MINFI	CMC; SOCILADRA Actors; Playwrights			

National Anti-Corruption Strategy (2022-2026)

		performance allowances					
Clean relations between the administration, sports federations and youth associations	Greater transparency Healthy collaboration between the various actors in the fields of sport, culture and leisure	Meeting reports between stakeholders	MINSEP MINJEC MINAC	Sports federations Sportsmen and women Stakeholders Populations			

Strategic axis 4: Incentives (Reward merit, promote hard work and integrity)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2016	2017	2018	2019-2035
Promote models of integrity in youth, sport and culture	Role models identified	Number of spots or messages broadcast	MINSEP MINJEC MINAC	Media CSOs				
Stimulate the cult of effort among sector actors	People ready to surpass themselves	Number of laurels won	MINSEP MINJEC MINAC	Media CSOs Populations				
Systematise performance evaluation to reward merit and integrity	Skills and integrity of actors appreciated	An evaluation mechanism is put in place Quality and quantity of rewards granted	MINSEP MINJEC MINAC	Patrons Sports federations CSOs Sports men and women				
Promote civil servants on the basis of performance, integrity and ethics	Civil servants and workers of integrity promoted to positions of responsibility	Selection criteria Number of employees of integrity promoted	MINSEP MINJEC MINAC	Heads of central and external services of ministries				
Award honorary distinctions to people of integrity who have distinguished themselves in the fields of sport, youth and leisure.	Professional merit and integrity recognised and appreciated	Number of distinctions awarded annually	Grand Chancellor of National Orders	MINSEP MINJEC MINAC				
Introduce a national integrity medal for youth, sports and leisure activities	Integrity Medal awarded annually to an actor of integrity in each sub-sector.	Number of distinctions	Grand Chancellor of National Orders	MINSEP MINJEC MINAC				

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2016	2017-	2018	2019-	2025
Label of sector services	The quality of service rendered in the sector improved	Number of labeled services	MINSEP MINJEC MINESEC	Sports federations Sponsors Civil Society Organisations					

Strategic axis 5: Sanctions (End impunity through effective sanctions)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-	2025	2025-	2035
Systematically impose administrative and financial sanctions on agents guilty of corruption	Actors deterred from committing acts of corruption	List of sanctions imposed	MINSEP; MINJEC MINAC	Heads of central and external services of ministries					
Systematic seizure of assets of those guilty of corruption	The effects of corruption reduced	Quantity and value of assets seized	CONAC	Judicial system Ministerial Anti-Corruption Units					
Systematically withdraw any medal or honorary distinction awarded to any person guilty of corruption	Actors deterred from reprehensible and regressive acts	Number of distinctions withdrawn	MINSEP MINJEC MINAC	SGs, Heads of central and external services of ministries; Heads of sports associations Sector unions; Sponsors					
End impunity and protect whistleblowers	Administrative and criminal sanctions made systematic	Number of sanctions imposed	CONAC	Judicial system Ministerial Anti-Corruption Units CSOs Populations					

18.5. ACTORS TO IMPLEMENTAT THE STRATEGY

Sector	Categories of actors		
	Leaders	Middlemen	Beneficiaries
YOUTH, SPORTS AND LEISURE	President of the Republic; Speaker Parliament; Prime Minister; Minister of Justice; MINAC; MINFI; MINFOPRA; MINJEUN; MINSEP; MINFI MINEDUB; MINESEC; MINESUP; MINFOPRA	Anti-corruption institutions; Religious, political and traditional authorities; Judiciary; National Youth Council of Cameroon (CNJC); Heads of central and external services of ministries; Civil Society Organisations; Consulting firms; Sports federations; National Olympic and Sports Committee of Cameroon (CNOSC); Media; Partners	Youth; Youth Associations; Members of the National Olympic and Sports Committee; Development Partners; Opinion Leaders; Populations; Patrons/sponsors; Sportsmen; Playwrights; Artists

CHAPTER 19

ANTI-CORRUPTION STRATEGY FOR THE COMMUNICATION, POST AND TELECOMMUNICATIONS SECTOR

19.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE COMMUNICATION, POST AND TELECOMMUNICATIONS SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Buying positions of responsibility • Favoritism in professional promotion • Appointment of unqualified executives • Processing of files subject to payment of percentages • Non-execution and/or partial execution of purchase orders • Misappropriation of public property • Acceptance of poorly executed public contracts (performed in violation of specifications) • Overcharging for services • Access to information subject to payment of undue fees • Fictitious delivery of goods and other service materials • Insider trading in contracts • Interest in public procurement (the service provider is also responsible for control) • Buying consciences • Purchase of places in entrance exams for major schools in the sector • Fraud in entrance exams to training schools • Purchase of notes in training schools • Sexual harassment • Conducting interviews in exchange for payments • Sale of publications (compliant publications in exchange for payment of undue sums) • Telecommunications line traffic • Recruitment with fake diplomas • Corruption facilitated by hacking • Bribes • Parallel sale of communication credits 	<ul style="list-style-type: none"> • Lack of career profiles • Widespread sense of impunity • Tribalism • Complacency on the part of managers and supervisors in annotating and sanctioning personnel • Low salaries in the sectors • Greed among public servants • Lack of capacity building • National Communication Council relatively effective • Willingness of sector actors to position themselves • Political influence on industry professionals • Influence of regulatory authorities on industry professionals • Megalomania of certain actors • Longevity in positions of responsibility • Administrative bottlenecks • Generalised incivility • Lack of professionalism • Poor working conditions • Selfishness • Relative mastery of laws and regulations by most actors in the sector • Job insecurity • Abuse of corporate assets in public companies • Lack of funding • Insufficient deployment of the State in the sector's areas of activity • Lack of patriotism
<p>The inventory of the fight against corruption in the Communication, Post and Telecommunications sector reveals a certain consistency observed in other sectors.</p> <p>Indeed, analysis of other sector strategies shows that the offences constituting corruption in the sector, and their causes, are, with a few exceptions, identical to those identified in other sectors. The only differences are their manifestations, which depend on the specific characteristics of each sector.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Communication, Post and Telecommunications	Intensity of corruption: 5.42 points out of 10
<p>The intensity of corruption in the Communication, Post and Telecommunications sector dropped by more than one point between 2010 (6.48) and 2015 (5.42).</p> <p>Beyond strengthening the institutional structure governing this sector, it is important that the efforts already underway continue unabated.</p>	

19.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE SECTOR

DIFFICULTIES	FAVORABLE FACTORS
<ul style="list-style-type: none"> • Difficulty in presenting evidence of corruption • Insufficient protection mechanisms for whistle-blowers and victims • Refusal to apply regulations governing the sector • Lack of knowledge of channels and methods for reporting acts of corruption • Fear of reprisals • Existence of corrupt practices in the judicial system • Judicial delays • Impunity • Non-enforcement of regulations • Ineffectiveness of Anti-Corruption Units • Insufficient resources and skills in the fight against corruption • Rapid evolution of new information and communication technologies (cybercrime) • Relatively transparent procurement process • Lack of solidarity between professionals • Malfunctions in the sector • Relative professionalism of press Organisations • Difficulty in implementing policies to change mentalities 	<ul style="list-style-type: none"> • Existence of Anti-Corruption Units and other institutions • Implementation of deterrence initiatives • Pressure from NGOs and other international actors • Existence of state audit tools • Existence of political will to fight corruption • Implementation of integrity education programs • Involvement of the media in the fight against corruption • Adoption of collective agreements by companies in the sector • Existence of an anti-corruption strategy
<p>Obstacles to the fight against corruption are numerous. However, the diagnosis of the fight against corruption in the sector shows that favorable factors exist.</p> <p>However, to be effective, other measures need to be associated with them. These complementary measures involve decompartmentalising the administrations in charge of communication, post and telecommunications, strengthening collaboration between these administrations and genuinely involving other social actors (Civil Society Organisations, private sector, victims, etc.) in the process.</p> <p>Only then will the fight against corruption in this sector be able to contribute to achieving the objectives of the SND30, particularly those relating to governance and improved public management.</p>	

19.3. ANALYSIS OF THE CHALLENGES OF THE FIGHT AGAINST CORRUPTION IN THE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Improvement in the quality of human resources of companies in the sectors concerned • Improved transparency • Preservation of the general interest by stakeholders • Improvement in the quality of life of stakeholders and more generally of citizens • Improved profitability for companies in the sector • Capacity building for professionals in the sector • Reduction of production costs for companies • Improving the brand image of companies in the sector, and of the country in general • Improved good governance • Improvement of the sector's contribution to national growth • Enhanced civic-mindedness among sector stakeholders 	<ul style="list-style-type: none"> • Adoption of the law on the prevention and repression of corruption and similar offenses; • Improvement of the sector's legislative and regulatory framework • Adapting the regulatory framework to the international context • Strengthening the independence of regulatory bodies • Improving working conditions and salaries of actors in the sector
<p>As a reminder, the challenges of the fight against corruption are twofold. On the one hand, there are the gains to be made if the initiatives implemented to curb the CSOrge are successful, and on the other, the losses if these initiatives fail.</p> <p>To achieve sustainable results, the above PRECONDITIONS must be met. Some of these conditions already exist and, for others, the political will to put them in place is regularly expressed by the competent authorities.</p>	

19.3.1. ANALYSIS OF THE ACTORS

Sector	Categories		
	Leaders	Middlemen	Beneficiaries
Communication, Post and Telecommunications	Public authorities, Managers of private sector structures, Regulatory structures	Cybernetic press agency Communications company staff; Union leaders; Sales managers; Lobby groups Consultants; Civil Society Organisations Advertising agency customers	Internet users; Service providers; Users; Suppliers; International partners; Employees Journalists; Publishers and general managers; Training school promoters; Readers; Trade Unions; National Communication Council; Political parties
<p>The above ratios are the result of an assessment of the perception of the sector's stakeholders of the willingness of each category of actor to invest in the fight against this phenomenon. These are the positive actors. Unlike the latter, there are hesitant actors who doubt the chances of success of anti-corruption initiatives, and those resistant to change who profit from the system of corruption. The sector's target actors, the main victims of corruption, are those who demonstrate an unequivocal willingness to fight corruption, while the leaders are more reluctant. This implies that the implementation of the anti-corruption strategy in the sector requires an approach focused primarily on positive actors, in order to increase the ratios to make them leaders, Middlemen and Beneficiaries of change, on whom the implementation of the sectoral strategy will be based.</p>			

19.4. ANTI-CORRUPTION STRATEGIC PLAN OF ACTION IN THE SECTOR

Strategic objectives:

Strategic objective 1: By 2035, strengthen integrity in the management of the Communication, Post and Telecommunications sector.

Strategic objective 2: By 2035, strengthen good governance in the Communication, Post and Telecommunications sector by promoting transparency and setting service standards.

Strategic axis 1: Prevention (Set up appropriate mechanisms to reduce opportunities for corruption in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Redefine the status of actors in the sector	The status of actors in the sector clarified and known to all stakeholders	Document on the status of actors in the sector drawn up and validated	Minister of Communication Minister of Posts and Telecommunications	Sector union leaders Civil Society Organisations leaders Managers of public and private companies in the sector			
Conducte regular audits of the sector	Transparency in the management of the sector's activities reinforced	Number of audits carried out	Minister CONSUPE Inspector General	MINPOSTEL MINCOM			
Introduce NICTs into policies to promote governance in the sector	Opportunities for corruption in the sector considerably reduced	Software and other ICT tools operational Number of cases of corruption	MINCOM MINPOSTEL	CSOs Media Structure of services concerned Directors of public and private structures in the sector.			
Develop of a special criminal law governing the sector	The sector's regulations updated and better adapted to meet its requirements.	Entry into force of the new penal code and adoption of new regulatory provisions for the sector	MINJUSTICE MINCOM MINPOSTEL	MINJUSTICE; MINCOM et MINPOSTEL; President of the Republic; Prime Minister PNA			
Set deadlines for processing files	The bottlenecks in the sector's file processing circuit eliminated.	Timetable for processing files known and posted	MINCOM and MINPOSTEL	MINCOM and MINPOSTEL; Managers of private and public structures in the sector; MINPOSTEL; SG MINCOM and MINPOSTEL; GM of companies;			
Reduce the time needed to create businesses in the sector	Opportunities for setting up a business made easier and processing times shortened.	Number of pilot windows operational	MINCOM and MINPOSTEL	Regional Del., MINCOMand MINPOSTEL; SG MINCOM; MINPOSTEL			
Set up a video surveillance mechanism within the sector's establishments	Opportunities for corruption in the sector's structures reduced by the existence of evidence-gathering tools such as cameras.	Number of video cameras deployed in structures in the sector	MINPOSTEL MINCOM	IGS; ACUs; Technicians Managers of private structures in the sector			
Limit the tenure of managers in positions of responsibility	Negative networks reduced	Frequency of transfers and assignments	President of the Republic; Prime Minister; MINCOM MINPOSTEL	SG MINCOM and MINPOSTEL; Human Resources Department MINCOM and MINPOSTEL, CSOs			

Strategic axis 2: Education (Strengthen the level of probity of stakeholders in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Integrate integrity education and anti-corruption programs (PRECIS) into major schools in the sector	Pupils and students better acquainted with the concepts of "PRECIS"	Number of individuals trained in integrity Student behaviour	MINPOSTEL MINCOM MINESUP	ACUs; Heads of schools in the sector, MINESUP; MINEDUB			
Promote integrity values among stakeholders through awareness-raising initiatives	Integrity values appropriated by stakeholders	Number of seminars and workshops organised and radio or TV programs broadcast on integrity Behaviour of stakeholders	MINPOSTEL MINCOM	CONAC; Civil Society Organisations; Sector union leaders; ACU presidents, Managers of public and private structures in the sector			
Develop and apply ethical codes in the various public and private structures in the sector	Probity among sector stakeholders strengthened	Number of people sensitised and trained	MINPOSTEL MINCOM	Journalists; Media; Managers of private structures in the sector Union leaders			
Display anti-corruption messages in different structures	Stakeholders better aware and informed about the concepts of fighting corruption	Number of anti-corruption messages displayed in sector structures	MINCOM MINPOSTEL	CSOs, Media; CONAC; SG MINPOSTEL and MINCOM; ACU			
Work to promote the cult of merit, effort and respect for public affairs among stakeholders in the sector	Meritocracy and good governance strengthened in the sector	Number of people sensitised	MINPOSTEL MINCOM	ACU presidents; Civil Society Organisations Leaders			
Develop and disseminating a document containing the main acts of corruption in the sector	Sector stakeholders better informed about types of corruption	Document availability and distribution	MINCOM MINPOSTEL	CONAC; Managers of public and private structures, ACU			
Encourage broadcasts relating to the fight against corruption in the sector	Stakeholders have better knowledge of anti-corruption initiatives	Number of programs broadcast for stakeholders	MINCOM MINPOSTEL	Media; CONAC; ACU, Partners; CelCom; CNLCC			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish and popularise standards governing information and good conduct in the sector	Positive stakeholders better equipped to resist corruption	Number of communication supports created in sector structures	MINPOSTEL MINCOM	Media, IT units			

Strategic axis 3: Conditions (Significantly reduce the vulnerability of stakeholders in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Promote sector professionals in line with career profiles	Equity established and reinforced in the promotion of sector professionals	Number of sector structures integrating career profiles in the promotion of their personnel	MINPOSTEL MINCOM	CONAC; CNLCC; MINPOSTEL; IG MINCOM; DHR; Managers of public and private companies in the sector			
Improve working conditions in the communications sector by reducing taxes on newspaper production materials, in line with the requirements of the Florence Convention.	Performance of communication companies improved by the effective application of the aforementioned Convention.	Government-approved tax breaks for companies in the sector	MINFI MINCOM	CONAC; Journalists' unions; Media professionals' unions; Civil Society Organisations, MINPOSTEL			
Advocate for the creation of a communication development fund financed in part by audiovisual royalties	Public authorities set up the Communication Development Fund (FDC)	Advocacy plan available	MINCOM MINFI	CSOs; CONAC; Journalists' unions; Media professionals' unions			
Popularise the use of electronic payments to manage sector resources	Embezzlement reduced due to better traceability of financial resources	Number of electronic payments made	MINPOSTEL MINCOM	CONAC; ACU; MINFI; CSOs, Media; Managers of public and private companies in the sector MINFI officials			
Harmonise salaries in the sector	Equity in the salary treatment of sector personnel effective	Salary harmonisation policy document	MINPOSTEL MINCOM	Unions of professionals in the sector; CSOs; CONAC; DAGs; Media; SIGIPES; ACU; Managers of public and private companies in the sector; HRDs; Financial controllers			

Strategic axis 4: Incentives (Enhance the value of positive actors in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Periodically publish lists of stakeholders with integrity in the sector	Stakeholders with integrity recognised and appreciated	Number of lists published	MINCOM MINPOSTEL	Unions of professionals in the sector, CSOs; CONAC; Media MINCOM GI; Managers of private companies; ACU presidents			
Send letters of congratulations and encouragement, and award bonuses to employees of integrity.	Employees with integrity valued	Number of letters of congratulations and bonuses paid to staff	MINCOM; MINPOSTEL Managers of companies in the sector	CONAC; CSOs, Media Managers of public and private companies; ACU			
Highlight the integrity of sector personnel at major ceremonies	Staff of integrity upheld as role models	Number of people valued	MINPOSTEL MINCOM	CONAC; CSOs, Media Managers of public and private companies; ACU			
Lead advocacy for the introduction of Golden Integrity Awards within sector structures	Sector leaders enlightened on the importance of establishing integrity laurels in the sector	Advocacy plan available	CSOs	CONAC Unions of professionals in the sector; Media			
Label services of integrity and probity in the sector	The quality of service provided by sector actors improved	Number of labeled services	MINPOSTEL MINCOM CSOs	CONAC Media			

Strategic axis 5: Sanction (Impose more deterrent and systematic sanctions on the corrupt)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically sanction co-optation practices during staff recruitment	Unfairness and inequality in recruitment considerably reduced, Recruitment more objective	Number of administrative and judicial sanctions applied to repress co-optation practices	MINPOSTEL MINCOM	Civil Society Organisations; Media Union leaders; Managers of public and private structures; ACU; DAGs; SGsof the concerned ministries			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically publish sanctions imposed in the sector	Drop in the number of corrupt persons due to fear	Number of sanctions published	MINPOSTEL MINCOM	Media; ACU presidents, CSOs			
Apply all sanctions (main and accessory) in cases of corruption	Perpetrators of acts of corruption unmasked	Number of people guilty of acts of corruption effectively punished	MINPOSTEL MINCOM	DAG; DG; SG; CNLCC			
Encourage whistle-blowing in the sector	Increase in number of denunciations	Number of denunciations recorded	MINPOSTEL MINCOM	CONAC; Partners; ACU presidents; MINJUSTICE			
Set up a whistleblower protection mechanism	Whistleblowers reassured and act with greater serenity	System established and operational	ACU MINJUSTICE CONAC	CSOs; Media			
Deter acts of retaliation	Confidence of whistleblowers restored	Number of denunciations recorded Number of cases of reprisals recorded	CONAC ACU MINJUSTICE	CSOs; Media; CNLCC			
Suspend approvals granted to companies in the sector that practice or benefit from corruption	Heavy sanctions against corruption	Number of dishonest companies suspended	MINPOSTEL MINCOM	CONAC; Regulatory agencies; Civil Society Organisations Presidents of ACUs			

19.5. ACTORS TO IMPLEMENT THE STRATEGY

Leaders	Middlemen	Recipient entities
Prime Minister; Minister of Post and Telecommunications Minister of Communication; Minister of Labor and Social Affairs Minister of Justice; CONSUPE, Human Resources Directors of the various Ministries (Post and Telecommunications, Communication, Labor and Social Affairs) Director of Employment; Head of the IT department of the Ministries concerned Prosecutors; Public Prosecutors...	Civil Society Organisations, Trade Unions Users of public communications and telecommunications services Media	Directors of private and public sector companies Employees of private and public sector companies Members of parliament

CHAPTER 20

ANTI-CORRUPTION STRATEGY FOR THE CULTURE AND INTELLECTUAL PROPERTY SECTOR

20.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE CULTURE AND INTELLECTUAL PROPERTY SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Arbitrary distribution of copyright and related rights • Embezzlement of authors' rights by cultural information managers • Non-payment of taxes to authors by certain private media to copyright societies • Piracy of intellectual works • Bribes • Counterfeiting • Fraudulent manoeuvres in contracts award • Plagiarism • Money laundering • Various scams • Influence peddling • Favoritism, discrimination • Clientelism • Concussion • Retention of information • Legal uncertainty • Purchase of positions • Use of the media for reputation laundry • Failure to take merit into account in staff recruitment • Flagorrry towards politicians and businessmen • Sexual abuse • Conscience buying • Tendency towards tribal groupings (employment of unqualified staff due to affinity and tribal relationships) • Manipulation of antenna control sheets • Payment of retro-commissions (paying back money after having received it from an administrative agent) • Slow processing of files • 'Gumbo' practice • Over-invoicing of projects with a view to sharing the financial interests collected 	<ul style="list-style-type: none"> • Absence of an official distribution scale for authors' rights • Management of royalties by non-professionals • Political interference in copyright management • Ignorance of regulations • Precarious living conditions for artists • Impunity • System of repression with little deterrent effect • Illiteracy • Lack of discernment • Followership • Deep-rooted culture of corruption • Position of power and domination of the public sphere vis-à-vis users • User control of funding sources and public services • Lack of patriotism • Incompetence and the cult of imposture • Selfishness • Exacerbated domination by the presidents of cultural promotion groups (autocracy) • Difficult access to information, • Lack of training for artists • Weak supervision by the Ministry of Culture • Long, costly and complicated procedure for obtaining licenses to protect works • Lure of gain • Non-application of texts governing the field • Lack of an appropriate legal framework • Disappearance of files and subtraction of certain documents • Lack of procedure manuals • Non-publication of financial report

As can be seen from this table, the causes of corruption in the Culture and Intellectual Property sector are identical to those found in other sectors; only their manifestations differ.

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Culture and Intellectual Property	Intensity of corruption: 5.33 points out of 10
<p>The phenomenon of corruption is still very present, despite having dropped from 7.39 points out of 10 in 2010 to 5.33 points out of 10 in 2015. This drop of 2.06 points, the biggest of all sectors notwithstanding, corruption is still wreaking havoc: arts work continue to be pirated and sold along the streets, software is fraudulently copied and passed from one individual to another or, more seriously, from one administration to another.</p> <p>Clandestine manufacturing workshops are proliferating in neighborhoods and towns, producing medicines, household items and other products with no respect for copyright. In addition, officials who are supposed to protect copyright or property rights have been pinpointed for corruption and mismanagement of said rights.</p>	

20.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE SECTOR

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Ignorance of user rights • Impunity • Difficulty in producing evidence of corruption • Lack of positive sanctions • Lack of professionalism • Pressure from users on public officials • Administrative burdens • Mafia corruption networks • Lack of balance sheet accounts • Lack of patriotic spirit • Ambient and widespread pessimism, resistance to change, tendency to generalise corrupt practices • Mixed political will • Lack of career profile and strong presence of informal sector • Cult of money and careerism in the administration • Illiteracy • Ignorance of regulations • Difficulty of supervision of the sector by authorities due to its highly diversified nature • Fraudulent collusion between managers of copyright societies and the regulator (CPMC - permanent mediation and control commissions) • Intrusion of political interests in the management of the sub-sector • Lack of competitiveness in the sector • Omnipresence of managers prevents employees from carrying out their work • Unrestrained pursuit of profit • Frequent dissolution of copyright management bodies • Approximate functioning of ministerial Anti-Corruption Units • Lack of collaboration between law enforcement forces • Absence of the Artist Status 	<ul style="list-style-type: none"> • Progressive establishment of a legal and institutional framework • Computerisation of administrations • Existence of anti-corruption bodies (CONAC, ANIF, etc.) • Capacity-building for users • Existence of an anti-corruption campaign • Existence of Anti-Corruption Units • Creation of specialised ministries (Culture, Industry) and regulators • Admission of the country to OAPI and, above all, presence of its headquarters in Cameroon • Awareness of actors in the sub-sector on the need to fight corruption • National coverage of specialised ministries by devolved services • Existence of professional badges • Progressive creation of artist training institutions • Progressive involvement of religious denominations • Involvement of the media • Existence of international festivals that allow artists to flourish • Competition between creators of intellectual works • Existence of cultural media • Existence of a Special Allocation Account • Participation of artists in the implementation of the anti-corruption strategy • Existence of patents for invention and protection of works in copyright societies

DIFFICULTIES	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Civil servants' duty of confidentiality not respected • Law of silence • Influence peddling • Fear of reprisals • Discouragement and resignation • Lack of synergies between actors • Existence of mafia-like networks • Absence of ditiilisation of services • Lack of production equipment • Advent of ICT and rapid development of cybercrime • Infighting within copyright collecting societies • Weak managerial skills • Widespread culture of corruption • Non-payment of copyright royalties 	
<p>A set of favourable factors exist to overcome the difficulties posed by the fight against corruption. However, their impact remains limited, among other things, by the perceived risk of denouncing corruption, the difficulties relating to the production of evidence before administrative and judicial authorities.</p>	

20.3. ANALYSIS OF THE CHALLENGES OF THE FIGHT AGAINST CORRUPTION IN THE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Good governance in copyright management • Equitable distribution of royalties • Improved living conditions for authors of intellectual and artistic production • Management of copyright in an environment of probity and integrity • Revalorisation of the artist as an important link in development • Enhancing the quality and quantity of cultural goods and services • Consolidation and improved competitiveness of the cultural industry • Improving the country's brand image • Rigor, transparency and speed in the processing of artists' files • Increased benefits from subsidies and other services requested by artists • More respect given to artists 	<ul style="list-style-type: none"> • Increased budget allocations for building infrastructure in the cultural and intellectual property sectors • Effective implementation of cultural policy
<p>This sector offers a wealth of opportunities in terms of employment and wealth creation. However, corruption is undermining many of the opportunities and potential offered by this sector.</p>	

20.4. ANTI-CORRUPTION STRATEGIC PLAN OF ACTION IN THE SECTOR

Strategic objectives:

Strategic objective 1: Improve management of the culture and intellectual property sector by 2035

Strategic axis 2: Strengthen probity and integrity within the sector by 2035.

Strategic axis 1: Prevention (Set up appropriate mechanisms to reduce corruption opportunities in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Designate or electing personnel with competence and integrity in the field of culture and intellectual property	The status of actor in the sector clarified and known to all stakeholders	Document on the status of actor in the sector drawn up and examined	Minister of Culture	Sector union leaders; Civil Society Organisations leaders; Managers of private companies in the sector; PM's Office; CONAC			
Facilitate knowledge and better understanding of the legal regulatory framework for access to sector services	Everyone familiar with the sector's legislation	Number of documents distributed	Minister of Culture	Private companies Sector associations			
Involve anti-corruption institutions in monitoring the management of funds related to culture and intellectual property.	Transparency in the management of the sector's activities reinforced	Number of audits conducted	ACU; MINAC GI Minister of Culture	Minister of Justice President of the Audit Bench; CONAC			
Carry out regular audits of bodies responsible for managing funds allocated to artists.	Transparency in the management of the sector's activities reinforced	Frequency or number of audits carried out	CONSUPE; MINAC	Minister of Justice President of the Audit Bench; CONAC			
Advocate for the State to better regulate the costs of artistic products	Opportunities for corruption in the sector considerably reduced due to the use of NICTs	Software and other NICT tools operational	MINAC; Managers of cultural enterprises	CSOs, Media			
Strengthen the involvement of Judicial Police Officers in prevention actions	The sector's regulations updated and better adapted to meet various requirements	Entry into force of the new penal code and adoption of new normative provisions regulating the sector	President of the Republic, PM; MINJUSTICE MINAC	Director of Legislation MINJUSTICE, Heads of legal services MINAC and MINCOM, MINAC Regional Delegates			
Allocat the effective and regular use of deductions from copyright royalties to the fight against piracy	Reducing artists' insecurity and vulnerability to corruption	Amount of royalties withheld	MINAC	Chairmen of Boards of Directors and General Managers of collecting societies and distribution commissions			
Ensure strict compliance with the requirement to pay 70% of royalties to copyright holders	Fairness restored in the distribution of copyright royalties	Distribution grid respected	Minister of Culture	Artists, Chairmen of Boards of Directors and General Managers of collecting societies			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Regular renewal of cultural managers	Potential negative networks dismantled or reduced	Frequency of transfers	President of the Republic, PM; MINAC	SG MINAC; Human Resources Department MINAC and Civil Society Organisations			
Facilitate access to information for artists, writers, producers and cultural promoters by publishing standards governing the cultural sector and intellectual property.	Positive stakeholders better equipped and informed to resist corruption	Websites and newsletters of sector structures better developed and well supplied	Head of IT unit MINAC	Media; CONAC; MINJUSTICE Heads of Legal Departments			

Strategic axis 2: Education (Reinforce stakeholder integrity)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Introduce integrity education programs into artists' groups and associations	Professionals in the sector adopt more honest behaviours	Number of professional schools offering integrity education courses	Directors of professional schools in the cultural sector	CONAC; CSOs; GI			
Draw up and applying Codes of Ethics in the sector's various public and private structures	Sector stakeholders demonstrate greater probity and integrity	Code of Ethics drawn up and applied	MINAC ACU	Journalists Media			
Use of posters and anti-corruption messages to raise awareness among actors and structures operating in the sector	Changes observed in the behaviour of artists, cultural figures, promoters and creators of cultural enterprises	Number of anti-corruption messages posted in sector structures	MINAC regional delegates, MINAC	CSOs; Media CONAC; ACU Presidents			
Integrate the PRECIS concept into training for sector structures	Better appropriation of the "PRECIS" tool by professionals in the sector	PRECIS Guide offered to heads of major schools in the sector	Heads of major schools in the sector	CONAC; CSOs			
Develop a standard guide to anti-corruption practices for actors in the culture and intellectual property sector	Information on the rights and obligations of customers and users in the sector effective and shared	Availability of the Customer and User Guide	Heads of professional schools in the sector	CONAC; Civil Society Organisations, Heads of professional schools in the sector			
Disseminate the main acts of corruption relating to the sector and contained in the	Sector stakeholders better informed about the most common types of corruption and	Managers of private structures President of Anti-Corruption	CSOs Media	CONAC ACU Presidents			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Anti-Corruption Strategy Document or any other document	their penalties for violations	Units					
Raise awareness of the perverse aspects of corruption through the media and roundtables	Opportunities for corruption reduced due to improved regulation of the culture sector	Number of roundtables organised	MINAC MINCOM	Trade union leaders in the sector; Civil Society Organisations Leaders of private structures in the cultural sector, ACU			
Educate population in citizenship (love of country, culture of excellence, respect for the public good)	Citizens quick to adopt ethical and patriotic behaviour	Number of citizenship education sessions organised	MINAC MINCOM	MINAC; Regional cultural delegates; managers of private structures and Civil Society Organisations in the cultural sector			
Strengthen actors' capacities in anti-corruption strategies	Actors better informed about actions and means to fight corruption	Number of training provided to stakeholders	MINAC, SG MINAC	President of ACUs; CSOs, Heads of private structures and Civil Society Organisations in the sector			
Encourage the promotion of merit in cultural productions	Equity in the remuneration of personnel in the sector ensured	Effectiveness of a policy to harmonise remuneration in the sector; Number of actors encouraged	MINAC	Sector unions; CSOs; CONAC; Media; Director of Arts and Entertainment (DASEC); Director of Cinema (DCPA); Director of Books (DBPL); Director of Heritage (DPC)			
Draw up a code of ethics applicable to the sector's establishments and administrations	Integrity and ethics promoted in the sector	Number of codes of ethics drawn up and implemented	MINAC; MINAC GI; ACU; Managers of companies in the sector	CONAC; CSOs			

Strategic axis 3: Conditions (Significantly reduce corruption linked to the vulnerability of sector stakeholders)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Define a career profile for culture and intellectual property professionals	Equity in the promotion of sector professionals strengthened	Number of structures in the sector integrating the career profile in the promotion of their staff	Managers of private companies in the sector MINAC	CONAC; ACU Presidents, MINPOSTEL; MINCOM GI, CSOs; DHR			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve working conditions in the sector by reducing taxes on materials used in the production of cultural products	Improved performance of companies in the cultural sector	Tax reductions set by the Government for the benefit of cultural promotion companies	MINAC MINFI	CONAC; Journalists' unions; Media Trade Unions Civil Society Organisations			
Advocate for the creation of a cultural industries development fund	Development of cultural works and the promotion of artists ensured and encouraged	Number of grants awarded to cultural industry operators	Artists Corporation MINAC	PRC, PM; MINAC; Artists			
Increase the subsidy from the special account for supporting cultural policy	Opportunities for corruption reduced in the sector	The subsidy from the special allocation account for supporting cultural policy is increased	MINAC MINFI	PM; MINAC; MINCOM			
Lead advocacy for social security for artists	Artists' social security now secure and handled by the relevant social security structures	Number of social security structures created	MINAC PM	CSOs; GI; MINCOM			
Advocacy to promote the status of the artist	Injustices linked to the arbitrary treatment of artists eliminated	Number of cases	Artists MINAC	Artists; Leaders of artists' unions; Minister of Culture			

Strategic axis 4: Incentives (Promote positive models in the sector through incentives)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Lead advocacy for the creation of a medal of honor and integrity	Actors in the sector adopt probity and integrity	Availability of the advocacy document and number of medals awarded	CSOs; Unions of professionals in the sector; President of ACU; MINAC	CONAC; Media, President of ACU			
Regular publication of lists of stakeholders with integrity in the sector	Emulation of stakeholders in the sector highlighted and behaviour worthy of probity valued	Number of lists published	MINAC GI; Managers of private companies in the sector	Sector unions, CSOs; CONAC; Media President of ACU			
Send letters of congratulations and encouragement, and granting bonuses to actors in the sector	Employees of integrity in the sector valued	Number of congratulatory letters sent and bonuses granted to staff	MINAC; MINCOM & MINAC GIs; Managers of private companies in the sector	CSOs; CONAC; Media President of ACU			
Highlight artists of integrity during new year wishes ceremonies to sector leaders	New year wishes ceremonies used as a platform for promoting people of integrity	Number of structures using these ceremonies to promote positive role models	MINAC, MINCOM & MINAC IG	CONAC; CSOs; Media; President of ACU; Managers of private			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
(Ministers, General Managers, etc.).				companies in the sector			
Conduct advocacy aimed at promoting honest stakeholders in the sector through statues and steles	Stakeholder leaders immortalised for their probity and integrity	Advocacy plan available Number of statues and steles erected	CSOs MINAC	CONAC; Media Unions of professionals in the sector			
Organise positive competitions among staff of sector structures based on integrity	Integrity strengthened within the sector staff	Number of structures in the sector organising competitions to promote positive actors	MINAC; MINAC GI, Managers of private companies in the sector	CSOs; CONAC; MINAC; MINCOM; President ACU			
Advocacy for the creation of golden laurels of integrity within sector structures	Sector leaders convinced of the importance of creating integrity laurels as a means of combating corruption in the sector	Advocacy plan available	CSOs/CNLCC, MINAC	CONAC; Media Trade Unions			
Reward competence and honesty within the sector	Competence and honesty recognised as cardinal values	Number of honest and competent staff rewarded	MINAC MINCOM	President ACU; MINCOM GI; CSOs Media; CONAC			
Label copyright and related rights management structures	The labeling criteria known and applied There is a healthy emulation between copyright and related rights management structures	Number of labels awarded Proportion of actors in relation to demand	Labeling structures	FTPs; ACU; CSOs, CONAC			
Create an annual ranking of cultural groups according to well-defined criteria of performance and probity	Healthy competitiveness between the various groups established	Number of rankings achieved	MINAC, Copyright management bodies, Producers	ACU; Unions, CSOs; CONAC			

Strategic axis 5: Sanctions (Reduce acts of corruption in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Make systematic the application of existing administrative and criminal sanctions (reprimands, suspension, dismissal, etc.) within the administrations of the Ministry of Culture	Acts of corruption within the sector are significantly reduced	Number of administrative and criminal sanctions applied to repress acts of corruption	MINAC; Managers of private companies in the sector	CONAC; CSOs, Media; Union leaders, MINAC GI			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Exclude partially or totally corrupt artists from the copyright allocation process	Positive change in the behaviour of stakeholders	Number of actors sanctioned and published in the press and media	MINAC; Head of MINAC Communication Unit	Media; CONAC; CSOs; MINAC GI and Head of Legal Department			
Cancel or withdrawing distinctions and prizes received by an artist guilty of corruption	Sanction considered as a deterrent to the practice of acts of corruption	Number of corrupt people deprived of their rights	MINAC MINJUSTICE	Head of Legal Department MINAC, CONAC; JPOs; CSOs; Media; Procureur General; State Council			
Revoke approvals or operating licences granted to cultural enterprises guilty of corruption	Perpetrators of corrupt acts deterred from continuing such practices	Number of approvals and licences withdrawn	MINAC	CONAC DAG MINAC IG MINAC Presidents of ACUs			
Revoke invention patents in case of proven plagiarism	Cheating and plagiarism stigmatised and eliminated	Number of invention patent withdrawals for plagiarism	MINAC and OAPI	CONAC Presidents of ACUs			
Sanction all cases of piracy, counterfeiting and plagiarism	Cases of piracy and counterfeiting in the sector reduced	Number of guilty people actually punished	MINAC MINJUSTICE	MINAC; MINJUSTICE Unions of professionals in the sector; Media President of ACUs			
Establish mechanisms to protect whistleblowers, witnesses and victims of corruption	The costs and risks of corruption are high, Whistleblowers more secure	Number of unscrupulous companies suspended, Number of whistleblowers protected	Director of regulatory agencies, MINAC	Media; CSOs CONAC; President of ACUs			

20.5. ACTORS TO IMPLEMENT THE STRATEGY

Prime Minister; Minister for Culture; Minister of Communication; Minister of Labour; Minister of Social Affairs; Minister of Justice; CONSUPE; Director of Human Resources at MINAC; Director of Employment; Head of IT department in relevant ministries; Procureur General, State Councils	Civil Society Organisations; Unions; Users of public cultural services; Media	Managers of private and public companies in the cultural sector; Staff of private and public companies in the sector; MPs
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CHAPTER 21

ANTI-CORRUPTION STRATEGY FOR THE FINANCE SECTOR (CUSTOMS, TAXATION AND PUBLIC TREASURY)

21.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE FINANCE SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Extortion of money from users • Influence peddling (elites use their position to gain privileges or refuse to comply with legal or regulatory obligations) • Lobbying (lobby groups) • Purchase of so-called “juicy” positions or appointments • Regular payments of subsidies to the hierarchy • User/taxpayer scam • Poor reception of users in financial services • Open or insidious harassment of users/taxpayers • Quick and ostentatious enrichment • Physical follow-up of files • Sale of free administrative printed matter • Bribes or kickbacks (money given in secret for a service not legally payable) • Cheating in recruitment and promotions • Forgery and use of forgery • Misappropriation of public funds • Intimidation and hierarchical interference • Retention of user files • Refusal to communicate with users • Fake statements • Customs and tax fraud • Tax evasion • Favouritism, clientelism, nepotism (preferential treatment given to friends and relatives) • Existence of parallel receipt books • False reporting on quantities, quality of goods and prices • Counterfeiting (admission to import and export of counterfeit products) • Overvaluation or undervaluation of taxable values (manipulation of the tax base) • Liaison/association with smugglers • Admission of prohibited or dangerous products for importation • Refusal to apply export prohibitions on protected species • Concealment of social assets and breach of trust • Illegal or unregulated auction • Biased or fanciful tax adjustments • Under-taxation in return for cash payments 	<ul style="list-style-type: none"> • Propensity to quick, easy and risky enrichment • Strong family and social pressures on public officials • Imitation effect or snobbery: “snob effect” • Greed, egocentrism, megalomania • Impatience and pressure from users on public officials • Ignorance and illiteracy of users • Poverty, precariousness of users and public officials • Lack of personal ethics and incivility • Culture of inertia • Solidarity within trades and professions • Perpetuation of practices rooted in a job or function • Trivialisation of acts of corruption, and complacency of society towards this CSOurge • Lack of professionalism from some taxpayers • Incompetence of certain public officials • Existence of loopholes or legal gaps in the functioning of institutions allowing public officials to enrich themselves easily and with impunity • Lack of equitable income distribution and high cost of living • Tribalism and nepotism in staff recruitment and promotion • Tolerance of Middlemen in the file processing circuit • Administrative and bureaucratic burdens • Poor civic and moral training of public and private sector personnel • Lack of standards, transparency and user information • Low level of social protection which

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Tax evasion with complicity of tax officials • Rescheduling of debts to maintain or cover tax evasion • Issuance of fake patents • Issuance of fake vignettes • Artificial liquidity shortages in accounting services • Fluctuations in payment procedures • Lack of transparency in the provision of cash to treasury posts • Collection of commission on payment orders • Non-compliance with payment scheduling • Sale of fake stamps, vignettes and toll tickets 	<p>leads to the search for more or less licit solutions</p> <ul style="list-style-type: none"> • Integrity is not a value promoted and valued in financial administrations • Promotion to positions of responsibility is at the discretion of the hierarchy • Reproduction of corrupt management methods and practices • Slowness in the simplification of procedures • Inefficiency and weak repressive power of the ministerial Anti-Corruption Units • Strong decision-making power given to tax officials • Handling of cash in transactions at the level of Customs, Taxation and Treasury services
<p>Corruption has ended up distorting and weakening the tax structure and reducing tax returns; it negatively affects investment spending, economic growth and poverty reduction instruments because of its impact on the level of compulsory levies and on the efficiency of the supply of public goods and services. However, economic agents are increasingly inclined to pay taxes because they see the effects through more efficient public spending (notion of fiscal citizenship).</p>	
<p style="text-align: center;">REFERENCE DATA (2015) ON CORRUPTION IN THE SECTOR: Central services: 6.69; Customs: 4.5/10; Taxation: 6.08/10; Public Treasury: 5.52/10 Sector average: 5.7 points out of 10</p>	
<p>Overall, the intensity of corruption in the Finance sector in 2015 is significantly lower as the average sectoral rating of corruption intensity rose from 7.06 points in 2010 to 5.7 points in 2015, This shows a positive development in the efforts to combat corruption.</p> <p>However, this sectoral average conceals a rather diverse reality since the progress recorded in the tax sub-sector is insignificant, its rating having gone from 6.85 to 6.08, hence the need for the tax administration to give a greater impetus to actions in favour of the fight against corruption and restoration of trust among its users, given the contribution of fiscal resources to the State budget.</p> <p>On the other hand, the intensity of corruption in the Customs and Treasury sub-sectors increased from 6.33 points to 4.5 and 8.00 to 5.52 points respectively, which constitutes a remarkable performance. This favorable development can be attributed to the involvement of those responsible for these administrations in the implementation of the NACS. In this sense, notable efforts have been made with the dematerialisation of customs procedures (through the implementation of the Ont-Stop-system and ASYCUDA software).</p> <p>Finance personnel justify their inclination to corrupt practices by:</p> <ol style="list-style-type: none"> 1. the lack of protection against the risks of handling large sums of money, or the numerous disbursements to third parties. 2. the wage cuts of 1992 and 1993, as well as the devaluation of the CFA franc in January 1994, which led to the adoption of draconian austerity measures; these staff who participate in the collection of public resources, the treatment of wages and non-wage accessories of privileged bodies have rarely seen their official salary rates improve, hence the permanent temptation to use. 3. the increase in poverty and unemployment place a heavy burden on workers in the public and private sectors, which account for less than 10% of the labour force (cf. SND30, 2009). <p>The use of petty corruption is often seen as an act of survival, but this is uCONACeptable given that the victims of these practices are generally from the most vulnerable social strata.</p> <p>Employers' Organisations indicate that tax agents detain annually the equivalent of at least 5% of</p>	

MANIFESTATIONS	CAUSES
<p>the turnover of companies, or about 100 billion FCFA. However, tax officials are not the only beneficiaries of corporate corruption. According to a 2008 survey conducted by CRETES of 1,052 companies on behalf of Transparency International, 76% of business leaders (compared with 73% in 2006) say that corruption has a negative impact on their business; 74% of small and medium-sized enterprises (SMEs/SMIs) are also affected by the phenomenon. The incidence of corruption in the customs sector is similar.</p>	

21.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE FINANCE SECTOR

DIFFICULTIES	FAVORABLE FACTORS
<ul style="list-style-type: none"> • Rooting of bad practices • General feeling of resignation due to mixed results in the fight against corruption • Insufficient or inadequate legal, human and material resources to fight corruption • Greed of public servants and users • Lack of transparency in the management of public financial affairs • Widespread poverty and insecurity • Political interference in the management of state finances • No special status for personnel of financial authorities • Impunity or ineffectiveness of sanctions • Low degree of appropriation of political will by public agents and users • Involvement of senior officials in suspicious transactions • Physical follow-up of files and proliferation of mafia networks • Operational and litigation services malfunctioning • Low level of quality control of services provided to the public • Hierarchical and corporatist dependence of heads of ministerial Anti-Corruption Units • Excessive collusion within the customs administration • Asymmetries in the possession of information between the financial administration and its users • Complacency of control and audit mission teams • Non-implementation of recommendations and resolutions from anti-corruption seminars • Resistance to initiatives to eliminate corruption • Lack of accountability • Ignorance and naivety of some taxpayers • Persistence of salary inequalities between public officials • Complicity of service managers in perpetuating corrupt practices • Weak leadership capacity of managers, weaknesses in supervision and application of professional standards • Bureaucracy and red tape 	<ul style="list-style-type: none"> • High-level political will to combat corruption • Progress in raising awareness of public moralisation and neutrality of public servants • Dematerialisation of procedures thanks to computer tools such as SYDONIA, SIGIPES, TRINITE... • Ease of referral to the Administrative and Audit Benches of the Supreme Court by users • Recent creation of a government body for implementing standards and quality, ANOR • Customs Ethics Committee established in 2009 • Creation of One-Stop Shops • Radio/tv broadcasts • Diversification of control institutions • Internal Inspections conduct periodic assessments of the operational effectiveness of central and decentralised services • Exemplary nature of the sanctions imposed by the Budgetary and Financial Disciplinary Board (CDBF) in cases of misappropriation of public funds • Existence of a whistleblowing system through the media • Strengthening taxpayer guarantees in tax legislation • Citizens' awareness of the harms of corruption • Frequency of audits and publication of sanctioned officers • Dissuasive reactions of public opinion to the campaign to clean up public morals known as "Operation Sparrowhawk" • Administrative and criminal sanctions are a reality • Reports from rating agencies such as Doing Business, Transparency International, etc. • Existence of macroeconomic policies for growth and job creation (DSRP/SND30) • Oral questions and debates on the Finance Law in the Parliament • Draft Statute under development • Coupling of administrative and criminal sanctions

21.3. ANALYSIS OF THE CHALLENGES OF THE FIGHT AGAINST CORRUPTION IN THE FINANCE SECTOR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Decrease in state revenue • Loss of internal and international credibility (demotivation of external investors) • Increased country risk • Increase in unemployment • Flight of capital • Tax evasion • Increased stress on users • Inertia of institutions • Bad business climate • Threat to social cohesion • Failure to respect public good • Decline in economic and social efficiency • Threats to the rule of law • Discouragement of honest actors • Reduced staff productivity • Declining economic growth • Threat to the application of social justice and equity • Decreased quality of service • Decline in sectoral competitiveness and the national economy • Rising factor costs and declining external competitiveness • Decline in mutual trust and in institutions • Threat to peace and security • Proliferation of mafia and criminal networks 	<ul style="list-style-type: none"> • Eliminate fraud and incivism • Promoting good governance • Strengthening barriers to capital outflow through the expansion of ANIF's missions • Rationalise and harmonise tax levels; cooperation with the financial system and international NGOs specialising in the observation of «tax havens» • Protect vulnerable users, including sick and retired people • Modernise administration by popularizing the IT tools to reduce user/public agents interactions • Create a supportive and legally protected environment • Make the fight against corruption a major national policy objective • Revaluing civic and moral education in school, university and professional courses • Select competent, loyal and honest officials • Fighting impunity and injustice • Recognise and reward virtue; promote good practice • Improve working conditions and encourage expertise and professionalism • Set achievable targets for improving the Corruption Perception Index • Adopt a consensual policy of national income redistribution, and distribute the fruits of growth • Value the function and pay finance staff well

21.4. ANTI-CORRUPTION STRATEGIC PLAN OF ACTION IN THE FINANCE SECTOR

The 1993 Arusha Declaration (revised in 2003) on the modernisation of the customs sector is a valuable tool that could be extended to the entire financial sector, particularly with regard to seven of the twelve principles it contains, which can be translated into the PRECIS tool:

- ✓ **Principle 3:** information is a priority (Prevention and training);
- ✓ **Principle 4:** human resources management requires decompartmentalisation of functions, rotation and periodic transfers of staff (Prevention);
- ✓ **Principle 5:** emphasis must be placed by the hierarchy on the control of middle managers with a view to detecting shortcomings in time and remedying them (Prevention, Sanction);
- ✓ **Principle 8:** recruitment and promotion methods must be objective and free from any influence, so as to select candidates who have a high sense of ethics (Prevention);
- ✓ **Principle 9:** A code of conduct should be developed, explained and made available to each agent. Disciplinary sanctions must be instituted that provide for dismissal (Prevention, Education, Sanction);
- ✓ **Principle 10:** training provided must focus in particular on compliance with ethical rules (education);
- ✓ **Principle 11:** Public servants must be paid decent salaries, with housing benefits, medical care and incentive payments (Conditions, Incentives).

Strategic objectives:

Strategic objective 1: Develop and ensure the appropriation of professional and ethical rules by public finance personnel and officials

Strategic objective 2: Ensure more transparency in procedures and dematerialise file circuits and payments

Strategic axis 1: Prevention (Establish cutting-edge tools and mechanisms for detecting corrupt practices)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Establish a mechanism to monitor corruption in the financial sector	Increased strategic and operational visibility	A permanent mechanism is put in place	The Minister of Finance (MINFI)	MINFI collaborators, Economic operators, Civil Society Organisations, International cooperation			
Conduct regular investigations into manifestations of corruption and publishing them	Acts of corruption detected and punished	Number and frequency of surveys conducted and results disseminated	Chairman of CONAC	MINJUSTICE; Media; CSOs Private sector			
Ensure coordination of anti-corruption programmes and actions	More strategic and operational efficiency	Efficiency, vertical, horizontal and transversal collaboration	Chairman of CONAC	The various anti-corruption institutions			
Make monitoring and evaluation of actions undertaken a priority	Better follow-up	Number of malfunctions recorded	MINFI	MINFI collaborators			
Conduct audits, controls and studies on corruption	Corruption better known	Periodic reports, documentation, publications	MINFI, SG, IG, Presidents of ACUs	All the officials All staff Audit firms			
Ensure the rotation, on average every three years, of “front office” agents and holders of positions deemed “juicy”	More professional mobility	Frequency of mutations Decisions of appointments, assignments and transfers	The Minister of Finance	Managers of the various structures, Prime Minister PRC			
Revitalise the missions of the Internal Inspection and the Anti-corruption Unit	The fight against corruption at the heart of sectoral concerns and operational structures	Number of control missions Number of reports published	All the heads of structures at central and devolved services	All officials and their collaborators			
Use media and Civil Society Organisations channels to further criminalise corruption	Populations and users better aware of corruption	Number of programs broadcast or press articles Number of seminars organised by CSOs	Minister of Finance, SG, Head of the Communication Unit Head of the Translation Unit	Officials of the Ministry of Finance Media outlets Opinion leaders			

Strategic axis 2: Education (Systematically deliver integrity education courses to Finance sector personnel)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Organise thematic workshops on corruption for Finance staff	Better known professional and ethical rules	Number of trained personnel	MINFI SG	Minister of Finance			
Integrate ethics courses in the training program of finance authorities	Morals and civic education are introduced in the professional training of MINFI staff	Training modules and programs in Schools/Universities	Director of ENAM	MINFOPRA Directors of major training schools; Vocational training Centres, Universities			
Make the fight against corruption a shared culture within the Finance sector	Integrity becomes a shared value	Acts of corruption are becoming rare	MINFI, SGs, MINFI officials	Ministers of Social Affairs, Culture, Communication, Moral Authorities and Civil Society Organisations			
Inform civil servants and users of the dangers of corruption through newspapers and radio/TV programs	Anti-corruption awareness and reflexes developing	Number of newspapers and special programmes, Number of workshops organised	SG MINCOM Head of the Communications Unit Head of the Translation Unit	Minister of Communication Media outlets Public servants Users / Taxpayers			
Generalise communication on corruption during coordination meetings in all structures of the Ministry of Finance	Behaviour is being remedied Experiences and efforts shared	Frequency of coordination meetings Number of communication sessions on the theme of corruption	MINFI, SG, Directors, Head of the Communication and Translation Units	Heads and staff of central and devolved services Media Civil servants involved			
Tackle the root of evil: the causes of corruption	Factors favoring corruption eliminated	Proposals for appropriate solutions	Head of Government	Members of Government, All anti-corruption institutions, CSO/Media			
Encourage financial administrations to be more open to the public	The services offered and the file processing circuits better known to everyone	Number of requests received	MINFI SG	Staff of the Ministry of Finance; Users Taxpayers			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Adopt and publishing codes of ethics and charters	More honest behaviour of MINFI agents	Transparency, predictability, rationality Moralisation	MINFOPRA, Head of the Communication Unit, Head of the Translation Unit	The Minister of Finance Users, Taxpayers, Civil Society Organisations, Media			

Strategic axis 3: Conditions (Make the working conditions of financial services staff more user-friendly)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Develop and adopting a special status for financial services personnel	Benefits and remuneration known to all and careers better monitored	Special status adopted	The Minister of Public Service and Administrative Reform	Minister of Finance, Permanent Secretary for Administrative Reform, Directors General of Financial Authorities			
Define and applying career profiles	More rational promotions and appointments	Decree implementing the Special Status	MINFOPRA	Minister of Finance, Permanent Secretary for Administrative Reform (SPRA)			
Establish more justice and equity in the redistribution of regulatory benefits	Reduced vulnerability of financial personnel	Decisions granting bonuses and allowances to staff	The Minister of Finance	Heads of the Central and Decentralised Services of the Ministry of Finance			
Decentralise and strengthening the One-Stop-Shop system	Reduced file processing time	Standards and Procedures Manual	The Minister of Finance	Sectoral Ministers			
Decomartmentalise administrative offices	Eliminate opportunities for corruption	Reconfiguration of the internal architecture of administrative offices, construction of new offices	Prime Minister	MINH DU, MINDCAF, Mayors			
Continue the computerisation of financial services	File circuits and procedures dematerialised	High-performance IT programs and equipment installed	MINFI DAG	CENADI			

Strategic axis 4: Incentives (Reward merit, promote the cult of effort and integrity)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Substantially improve the budget for financial benefits	Staff working conditions improved	Benefits granted to all staff Budget allocations	The Minister of Finance	The Finance Committee of the Parliament Directors-General MINFI			
Fair distribution staff bonuses and benefits fairly	More equitable distribution of bonuses	Number of requests	The DGs of MINFI	MINFI			
Award honorary distinctions to personnel	Professional merit and probity highlighted	Number of honorary distinctions awarded annually	The Grand Chancellor of National Orders	MINFI			
Ensure that appointment criteria are based on the integrity and ethics of civil servants	Civil servants and honest workers promoted to positions of responsibility	Selection criteria Number of honest agents promoted	Prime Minister	MINFOPRA & MINFI, DGs of MINFI			

Strategic axis 5: Sanctions (Ensure effective application of exemplary administrative and criminal sanctions)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Respect the presumption of innocence in investigations	Speedy judgments avoided, only those guilty of acts of corruption are condemned	Systematic intervention of defence lawyers	Heads of jurisdictions	Heads of jurisdictions, Magistrates, Cameroon Bar Council			
Systematically apply administrative and financial sanctions to corrupt officials	Acts of corruption prevented	Number of sanctions	Hierarchical chiefs	The Ministers of Finance All appointed officials			
Apply the law without complacency to corruption perpetrators and their accomplices	Cost of corruption made high, which has a deterrent effect	Number of sanctions imposed	The Minister of Justice, Keeper of the Seals	The competent courts Anti-corruption institutions, Head of the Legal Department, Head of the Anti-corruption Unit			
Make corrupt people permanently insecure	Prevent them from enjoying the products of corruption quietly	Number of sanctions imposed	CONAC	Anti-corruption institutions, Judicial Police Officers, Administrative audit and control structures, Audit firms			

National Anti-Corruption Strategy (2022-2026)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
End impunity and protecting whistle-blowers	Administrative and criminal sanctions made systematic	Number of sanctions imposed	CONAC	Judicial system, Anti-corruption institutions, CSOs, population			
Create a directory of fraudsters at all levels of financial services	More information on corrupt networks and the corrupt	Directory created and operational	CONAC, MINFI	DG/MINFI, Heads of MINFI structures			
Prevent corrupt people from enjoying the wealth acquired by corruption	Systematic criminal sanctions accompanied by decisions to confiscate assets and property improperly acquired	Number of assets seized	MINJUSTICE Heads of Courts	CONAC SED, DGSN, ANIF, CONSUPE			

21.5. ACTORS TO IMPLEMENT THE STRATEGY

Categories		
Leaders	Middlemen	Recipient entities
President of the Republic, President of the Parliament, President of the Supreme Court, Prime Minister, Minister of Finance (Chief Authorising Officer of the State Budget), Minister of Public Service and Administrative Reform Authorising Officers, Directors-General of MINFI, Officials responsible for the tax base Customs declarants, Budgetary and Financial Disciplinary Board Administrative authorities, International Financial Institutions	Internal inspection, Control brigades, Accountants, Economic operators, Credit managers, Financial Controllers Heads of accounting posts, Heads of Taxation Division Centres, Civil Society Organisations, Media Central Bank, Private financial sector (banks, insurance, micro-finance institutions)	Reception agents, Financial services staff, Personnel in the public and private sectors Correspondents of the Treasury, Cashiers of the Treasury, Customs Declarants, Users, Regional and Multilateral Organisations (Customs, CIMA, OHADA, COBAC,) etc.
<p>The Minister of Finance, Chief Authorising Officer of the State Budget has the responsibility to lead a ministerial department whose reputation is tarnished in matters of corruption. It is undeniable that the governance in public finances affects the daily lives of all other institutions as well as individuals and households, which increases the sensitivity of failures or performances. The Customs, Taxation and Treasury services have been scanned and the manifestations of corruption, whose summary is gathered in this document, show how serious the situation is.</p> <p>Action must be taken quickly and with the help of those identified as actors, especially those whose involvement is likely to change practices and behaviour in this sector profoundly and fairly rapidly.</p> <p>Thus, the commitment of the Minister of Finance, followed by everyone and especially his staff and relayed by the media, Civil Society Organisations as well as development partners, has chances to change mentalities.</p>		

CHAPTER 22

ANTI-CORRUPTION STRATEGY FOR THE BANKING, INSURANCE, MICROFINANCE AND “NJANGI” SECTOR

22.1. STRATEGY TO COMBAT CORRUPTION IN THE BANKING AND INSURANCE SUB-SECTOR

22.1.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE BANKING AND INSURANCE SUB-SECTOR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Overcharging for banking services • Withholding information from users • Superficial and deliberate explanation of contract terms • Illegal tips and payments from customers • Money laundering • Influence peddling in the granting of loans or payment of claims • Creation of concealed bank accounts • Non-application of legal exchange rates • Untruthful accounting or claims declarations • Poor management of human resources • Speculation by banks in funds received on deposit • Failure to systematically apply due diligence procedures • Under- or over-estimation of claims to be compensated 	<ul style="list-style-type: none"> • Weak regulatory and institutional framework • Nepotism • Tribalism • Favouritism • Deficiencies in the monitoring and evaluation of banking supervisory bodies • Non-compliance with procedures • Opaque procedures and standards • Pay disparities between employees at the same hierarchical level • Abuse of power by managers and supervisory and control bodies • High cost of living • Prevailing sense of impunity • Insufficient awareness on ethics and integrity
<p>Despite the creation of COBAC and NAFI, the money laundering and corruption practices illustrated by a large number of the events mentioned above highlight the weakness of the regulatory and institutional framework in this sub-sector.</p>	

2015 BASELINE DATA ON THE INTENSITY OF CORRUPTION IN THE BANKING AND INSURANCE SUB-SECTOR

Sub-sector	Intensity of corruption
Banks	6.15 / 10
Insurance	6.25 / 10
Average of Sub-sector	6.20 points on 10
<p>Despite measures taken to combat corruption in the banking sub-sector, such as the creation of NAFI and the existence of supervisory and control bodies (COBAC, MINFI, CCIMA and APECCAM), the perception of the intensity of corruption remains high, with an average of 6.20 points/10 in 2015 as against 6.33points/10 in 2010.</p> <p>In Cameroon, banks and insurers generally get a bad press because of the repeated scandals that are often reported in the press.</p>	

22.1.2. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE BANKING AND INSURANCE SUB-SECTOR

HURDLES IN FIGHTING CORRUPTION	POSITIVE FACTORS
<ul style="list-style-type: none"> • The complex nature of banking • High circulation of bank notes • Difficulty processing transactions in real time • Influence peddling by players in the sector • Absence of a framework for dialogue between all the institutions responsible for the fight against corruption • Weak means of intervention for control and repression structures • Shortcomings in whistleblower protection • Legal and economic environment of the profession not conducive to transparency • An unattractive business environment • Banking secrecy that leads to opacity and lack of transparency in the flow of information 	<ul style="list-style-type: none"> • Existence of anti-corruption structures • Existence of OHADA regulations • Existence of an international mechanism to combat economic and financial crime • Mobilisation of Civil Society Organisations to combat corruption in the sub-sector • Existence of a supervisory body (COBAC) • Existence of a regulatory and peer review mechanism (APECCAM) • Ongoing staff training • Possibility of measuring the performance of the various players through statistics published by BEAC and the National Credit Council (CNC).
<p>The nature of the activity and the heavy demand on banking institutions constitute factors and risks of corruption. Other elements include the difficulty of processing transactions in real time, high volume of cash in circulation and weak control systems.</p> <p>The existence of COBAC, the international mobilisation against economic and financial crime and the creation of NAFI are instruments that should be valorised to effectively combat corruption in the sub-sector.</p>	

22.1.3. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE BANKING SECTOR

STAKES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Transparency in financial transactions • Increased user confidence • Attracting domestic and foreign investors • Access to banking services and products for as many people as possible • Improved competitiveness of the banking sector • Reducing hoarding • Limiting capital flight • Increased financing of the economy • Stimulating the use of electronic payment services 	<ul style="list-style-type: none"> • Capitalising on the achievements of banking sector regulation; • Tighter regulation of the sector • Compliance with convergence criteria in the CEMAC and ECCAS zones
<p>Cameroon's membership of the CEMAC and ECCAS obliges it to comply with the convergence criteria, which include specific requirements for banking activity. Cameroon alone accounts for at least 40% of the sub-region's GDP. It therefore needs to ensure that its banking sector operates effectively and efficiently in order to withstand the adverse effects of international financial crises. Failure to comply with these convergence criteria could result in the destabilisation of the sub-regional economy.</p> <p>Management models should be applied to this sub-sector, based on, inter alia, transparency in financial transactions and the fight against capital flight. Actions to reduce corruption in this sub-sector include promoting the systematic traceability of financial transactions, popularising electronic banking and reducing the cost of financial transactions.</p>	

22.2. STRATEGY TO COMBAT CORRUPTION IN THE MICROFINANCE SUB-SECTOR

PRACTICES AND CAUSES OF CORRUPTION IN THE MICROFINANCE SUB-SECTOR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Monetisation of services • Diversion of savings • Lack of transparency in service provision • Creating dummy accounts • Abnormally long delays in processing files • Issuing false documents • Money laundering • Illegal financial charges • Fictitious loans • Lax debt recovery policy 	<ul style="list-style-type: none"> • Lack of probity and moral integrity on the part of certain stakeholders • Precarious working conditions • Poor management of financial resources • Low level of staff qualifications • Insufficient ongoing training • Unsuitable recruitment methods • Inadequate or inappropriate management tools • Weakness in internal control • Absence, inadequacies and non-compliance with the procedures manual • Reduced career prospects • No collective agreements • Lack of, inadequate or non-compliance with credit policy • Eagerness to achieve rapid financial growth • High demands on employees (work overload) • Difficult access to information for users • Conflicts of interest • Nepotism • Tribalism • Favouritism

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SUB-SECTOR

Sub-sector: Microfinance	Intensity of corruption: 6.3 points on 10
<p>Transparency International's CPI reveals that the sector's growth is hampered by a high level of corruption, probably as a result of the unfavourable business environment. This perception has great impact on both user confidence and service quality. The level of corruption has almost stagnated over the last five years: 6.4/10 in 2010 compared with 6.3 in 2015.</p>	

22.2.1. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE MICROFINANCE SUB-SECTOR

CHALLENGES IN FIGHTING CORRUPTION	ENABLING FACTORS
<ul style="list-style-type: none"> • Resistance to change among players in the sector • Small-scale management of MFIs • High number of MFIs • High concentration of MFIs in urban areas • Inadequate supervision (apex bodies, MINFI, COBAC) • Insufficient control resources 	<ul style="list-style-type: none"> • Existence of control bodies • Existence of anti-corruption structures and mechanisms • Existence of sub-regional regulations • Gradual computerisation of the system • Increased awareness among all stakeholders on the need to clean up the sector following recent scandals involving savers • Involvement of TFPs in the sector

<ul style="list-style-type: none"> • Corruption trivialised • Concentration of decision-making powers 	<ul style="list-style-type: none"> • State support for the sector • Young, high-potential staff • A fast-growing sector with great potential
<p>The microfinance sub-sector suffers from a shortage of qualified human resources. This has an impact on the quality of services offered by MFIs. The large number of MFIs in operation equally accounts for poor supervision and limited control of these establishments. Such deficiencies constitute a high risk of corruption in the sub-sector.</p> <p>In several MFIs, the governance system put in place is unable to overcome the dysfunctions that often result in the granting of fictitious loans, the non-recovery of overdue debts and a high rate of financial delinquency. In this respect, Mix Market data shows that MFIs operating as associations and cooperatives possess weaker performance compared to their corporate counterparts, particularly in terms of credit management.</p> <p>It is worth underscoring that, despite the above picture, the microfinance sector in Cameroon has a number of strengths. For instance, its potential is still under-exploited and the youthfulness of its staff is well equipped to meet the demands of changing attitudes.</p>	

22.2.2. ANALYSIS OF THE STAKES IN COMBATING CORRUPTION IN THE MICROFINANCE SUB-SECTOR

STAKES IN FIGHTING CORRUPTION	PREREQUISITE
<ul style="list-style-type: none"> • Increased confidence in the microfinance sector • Competitiveness of MFIs • Increase in the sector's contribution to GDP • Attracting domestic and foreign investors • Contributing to the fight against poverty • Access to financial services for customers marginalised by banks • More competent, better paid staff with greater integrity • Opportunity to achieve SND30 and MDG objectives • Growth in consumer and investment credit • Strong mobilisation of savings • Reducing hoarding • Securing funds • Combating money laundering • Increase in receipts/revenues • Reducing failure rate • Reduction in the number of legal proceedings • Extension of the MFI network • Increased business opportunities 	<ul style="list-style-type: none"> • Willingness of promoters to professionalise their activities • Implementation of a national microfinance policy • Constructive dialogue between the government and players in the sector • Ongoing and tailored government support for the sector • Application of regulations • Strengthening capacities and control powers • More competent, well-paid and honest control staff • Popularisation of IT tools in operations • Establishing a collective agreement • Currency stability
<p>It is worth highlighting that if the fight against corruption in the sector is not sustained, growth would be jeopardised.</p>	

22.3. STRATEGY TO FIGHT AGAINST CORRUPTION IN THE “NJANGI” SUB SECTOR

22.3.1. PRACTICES AND CAUSES OF CORRUPTION IN THE “NJANGI” SUB-SECTOR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Embezzlement of members' funds by management • Money laundering • Failure to pay aid on time • Low turnover in positions of responsibility within “NJANGI”s • Monetisation of contribution rounds • Lack of transparency in management • Influence peddling by management bodies • Buying consciences • Ransoming savers • Ripping off potential savers 	<ul style="list-style-type: none"> • Unregulated activity • Non-respect and laxity in the application of statutory texts • Insufficient financial resources • Violation of texts in the admission of members • Failure to honour commitments to investors • Favouritism • Speculation and the quest for easy profits • Opacity or withholding of information • Lack of material guarantees to secure loans
<p>“NJANGI” is an activity that is deeply rooted in Cameroonian tradition and society. The sector involves more people than banks and MFIs put together. “NJANGI” is practised in both urban and rural areas. It is an activity embedded in the culture of mutual social assistance and operates mainly on the basis of mutual trust between members, whose recruitment is based on personal acquaintance. The informal nature of “NJANGI”s impedes the assessment of their contribution to the national economy. The growth of “NJANGI”s is taking advantage of the difficulties experienced by people, especially in rural areas, in accessing formal financial services and products (banks, insurance companies, MFIs, etc.). It is a response to the inability of the formal financial sector to provide an appropriate solution to the financial needs of vulnerable populations. As a result, driftings and abuses are developing in the sub-sector, particularly in urban areas where “NJANGI”s come in several varieties. This situation is a source of conflict which is often brought to the attention of the administrative or judicial authorities who find it difficult to arbitrate due to the lack of a regulatory framework governing the activity.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SUB-SECTOR

Sub-sector: “NJANGI”s	Intensity of corruption: 6 points out of 10
<p>Despite the mutual trust that is supposed to characterise relations between “NJANGI” members, there is reason to wonder about the level of perceived corruption in the sub-sector. This level has stagnated, falling from 6.2 points in 2010 to 6.00 points in 2015.</p>	

DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE “NJANGI” SUB-SECTOR

HURDLES IN FIGHTING CORRUPTION	ENABLING FACTORS
<ul style="list-style-type: none"> • Informal nature of the activity • Existence of several variants of “NJANGI”s • Existence of internal pressure groups • De facto immunity for influential members 	<ul style="list-style-type: none"> • Mutual knowledge of members • Existence of relationships of trust between members • Chain liability involving several investors at the same time • Adherence by all members to the established governance system • Existence of social pressure on all members • Moving from a community-based operation to associative • Working with the formal financial sector • Sharing a common vision and objective

	<ul style="list-style-type: none"> • Contribution to the formal economy
<p>The main difficulty in combating corruption in the sub-sector resides in its informal nature and its many variations. The abuses observed justify the need for specific regulation of this vital activity. However, it is important to be conscious of the risks of altering this specificity which would result from too rigid an interference in the operation of “NJANGI”s.</p>	

22.3.2. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE “NJANGI” SUB-SECTOR

STAKES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Contributing to the financing of the national economy • Contributing to the fight against poverty • Social blooming of members • Strengthening solidarity and community links • Credibility and prestige of “NJANGI”s • Promoting a socio-cultural mechanism for mutual aid and solidarity • Strengthening national unity and integration 	<ul style="list-style-type: none"> • Good character and solvency of members • Mutual trust between members • Favourable economic conditions • Social cohesion
<p>The “NJANGI” sub-sector is highly developed and its contribution to the financing of the economy and to the personal development of its members is of utmost importance. The mutual aid mechanism developed within the “NJANGI”s could serve as a model for setting up a national social security system. Distortions in its operation could disrupt a large part of the national economy and social peace. Ultimately, the “NJANGI”s sub-sector, which represents one link in the chain, is no less important than the other two. In fact, when affected by corruption, the whole system suffers.</p>	

22.4. STRATEGIC ACTION PLAN TO COMBAT CORRUPTION IN THE BANKING, MICROFINANCE, INSURANCE AND “NJANGI” SECTOR

22.4.1.1 STRATEGIC ACTION PLAN TO COMBAT CORRUPTION IN THE BANKING AND INSURANCE SUB-SECTOR

Strategic objective in the Banking and Insurance Sub-Sector

By 2035, 80% of Cameroon's banks are free of illicit practices and contribute to economic growth through financing tailored to businesses and individuals.

Strategic axis 1: Prevention (Develop mechanisms and methods to facilitate the detection of economic and financial crime)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Develop internal and external control resources	Fraud deterred or detected as early as possible	Number of control missions carried out at banks Number of faults detected Number and types of risks identified	Banks; COBAC NAFI; CCIMA	APECCAM; Employees			
Draft appropriate management procedure manuals	Access to financial services tailored to customers' needs	Existence of appropriate procedure manuals	MINFI; COBAC Banks; APECCAM	Employees			
Systematise electronic payments in services	Limited contact between customers and staff of financial services	Number of Automatic Teller Machines opened Number of customers with ATM cards	Banks	MINFI; COBAC APECCAM; Customers			
Draw up texts on customer protection	Customers know their rights and able to defend them	Number of customer complaints about violations of their rights	Banks APECCAM	MINFI			
Display the conditions of access to the various financial services	Customers know the rates and deadlines for the various financial services	Number of posters put up in bank branches	Banks	MINFI; COBAC APECCAM			

Strategic axis 2: Education (Develop initiatives to grant customers access to information)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Disseminate management procedures developed	Bank customers sufficiently informed on the conditions for accessing financial services Effective collaboration of the media in anti-corruption initiatives	Existence of distribution media Frequency of information provision Number of articles and programs produced	Banks Media	Media; APECCAM MINFI; COBAC			
Raise awareness among staff and managers on the need to adopt ethical attitudes	Employees and managers adopt ethical attitudes	Number of complaints recorded Customer growth rate	Banks COBAC	APECCAM			

Strategic axis 3: Increase resources of supervisory and control bodies (Conditions)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Provide supervisory and control bodies with appropriate resources	Supervisory and control bodies have sufficient number of qualified staff; Human resources have sufficient means to be deployed easily; Cases of financial delinquency deterred and detected rapidly.	Number of qualified employees in supervisory and control bodies Volume of financial and material resources mobilised Number of financial offenders identified	Banks; MINFI COBAC; NAFI	APECCAM; CCIMA			
Increase the number of formative supervisions	Supervisory bodies carry out their duties effectively and efficiently Bank staff exhibit stronger resistance to compromising offers	Number of people reached by supervision assignments	MINFI; Banks COBAC; NAFI	APECCAM; Banks			
Reduce the vulnerability of employees working in positions at high risk of corruption	The staff concerned more resistant to acts and attempts of corruption Mitigation measures taken and applied by employees in high-risk positions	Number and types of risks identified; Table of mitigation measures; Number of training sessions held Number of staff trained	MINFI; Banks; COBAC; NAFI	APECCAM; Banks			
Continuously build employees' capacity to manage emerging risks so that they are better prepared to deal with them.	Bank staff exhibit stronger resistance to compromising offers	Number of capacity-building activities carried out; Number of staff benefiting from capacity-building mechanisms	Banks; MINFI COBAC; NAFI	APECCAM banks			
Implement and monitoring the application of the collective agreement throughout the banking system	Jobs secured in the banking sector and staff made less vulnerable	Number of collective agreements signed	APECCAM; Staff associations and unions	MINFI; banks; COBAC. NAFI, Banks			

Strategic axis 4: Incentives (Develop mechanisms to acknowledge banks' efforts in fighting corruption)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Identify islands of integrity within the banking sub-sector	Islands of integrity identified and encouraged to take steps towards certification	Number of islands of integrity identified Number of applicants for certification	Labelling structures	Banks; APECCAM COBAC; NAFI			

Identify services to be labelled within banks	Services to be labelled within banks identified	Number of banking services identified; Number of services applying for certification	Labelling structures	Banks; APECCAM COBAC; NAFI			
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Strategic axis 5: Sanctions (Systematically crack down on acts of corruption in the banking sub-sector)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up a whistle-blowing system	Acts of corruption systematically denounced Whistleblowing mechanism put in place	Number of denunciations	Banks; COBAC MINFI; NAFI; Justice	APECCAM			
Sanction all acts of corruption and proven economic crimes	Proven acts of corruption and economic crime systematically punished	List of sanctions imposed	Banks; COBAC MINFI; NAFI; Justice	APECCAM			
Publish list of sanctions	List of financial crimes available	Number of sanctions	Banks; COBAC MINFI; NAFI; Justice	APECCAM Media			

22.4.2. STRATEGIC ACTION PLAN TO COMBAT CORRUPTION IN THE MICROFINANCE SUB-SECTOR

Strategic objective for the Microfinance sub-sector:

By 2035, access to savings and credit for small entrepreneurs and rural populations has increased by 20%, thanks to greater public confidence in MFIs.

Strategic axis 1: Prevention (Render procedures for access to services and products transparent)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish management procedures drafted	MFI customers sufficiently informed on the conditions for accessing financial services	Existence of distribution media Frequency of information provision	MFI	ANEMCAM; COBAC MINFI			
Develop electronic payments in services	Limited contact between customers and staff of financial services	Number of Automatic Teller Machines installed Number of customers with ATM cards	MFI	MINFI; COBAC ANEMCAM			
Carry out morality checks on promoters and managers of MFIs	Microfinance sub-sector run by actors reputed for their integrity	Number of accreditations granted or refused	COBAC; MINADER MINFI	ANEMCAM; NAFI			

Put up posters on the conditions and costs of access to different financial services	MFI customers informed of the conditions and costs of access to the various services	Number of posters displayed in MFI branches	MFI	MINFI; COBAC ANEMCAM			
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Strategic axis 2: Education (Systematise integrity courses in the training of MFI staff and managers)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Introduce anti-corruption modules in the training of MFI staff and managers	Training courses include anti-corruption modules	Number of anti-corruption modules integrated into training courses	MINFOP; MINESUP MINESEC; Training institutions	MFI; ANEMCAM			
Organise training sessions on the fight against corruption	Employees and managers better equipped to combat corruption MFI employees and managers more professional	Number of people trained Number of complaints recorded	MFI; Training institutions	ANEMCAM; TFP Employees			
Adopt and enforcing codes of ethics for all MFI staff and managers	Improved integrity of MFI staff and managers	Number of complaints relating to acts of corruption Number of establishments adopting and applying codes of ethics	MFI Training institutions	ANEMCAM TFP Employees			

Strategic axis 3: Conditions (Create stimulating working conditions to render stakeholders less vulnerable to corruption in the sub-sector)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Develop the use of IT tools in MFIs	Quick treatment of files File traceability ensured	Time bound for file processing Number of files treated Customer growth rate	MFI	MINFI; COBAC ANEMCAM			
Apply a collective agreement in the sub-sector	Collective agreement for the sub-sector drawn up and applied	Existence of a collective agreement in the sub-sector Number of social conflicts	MFI; Trade Unions; MINTSS	ANEMCAM Employees			

Develop risk mapping in MFIs	Risk mapping established and operational Strategic intelligence mechanisms established	Existence of risk mapping Number of risks managed Number and types of risks that will occur	MINFI COBAC	ANEMCAM MFI			
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Strategic axis 4: Incentives (Promote merit and integrity in the sub-sector)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Identify integrity islands within the microfinance sub-sector	Islands of integrity identified and encouraged to take steps towards certification	Number of islands of integrity identified Number of applicants for certification	Labelling structures	MFI; ANEMCAM COBAC; NAFI			
Identify the services to be labelled within MFIs	Services to be labelled within MFIs identified	Number of MFI services identified Number of services applying for certification	Labelling structures	MFI; ANEMCAM COBAC; NAFI			
Publish the list of sanctions	List of financial criminals made available	Number of sanctions	MFI: COBAC MINFI; NAFI; Justice	ANEMCAM Media			

Strategic axis 5: Sanctions (Systematically crack down on acts of corruption in the microfinance sub-sector)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Set up a whistle-blowing system	Acts of corruption systematically denounced; A whistleblowing mechanism put in place	Number of denunciations	MFI; COBAC MINFI;NAFI; Justice	ANEMCAM			
Sanction all acts of corruption and proven economic crimes	Proven acts of corruption and economic crime systematically punished	List of sanctions imposed	MFI;COBAC.MINFI; NAFI.MINJUSTICE	ANEMCAM			
Publish the list of sanctions	Staff, managers and customers deterred from corrupt practices	Number of sanctions	MFI; COBAC. MINFI; NAFI . MINJUSTICE	ANEMCAM Media			

22.4.3. STRATEGIC ANTI-CORRUPTION ACTION PLAN IN THE “NJANGI” SUB-SECTOR

Strategic objective in the “NJANGI” sub-sector

By 2035, the intensity of corruption in the “NJANGI” sub-sector has fallen by one point thanks to greater transparency and security in members' financial transactions.

Strategic axis 1: Prevention (Curb practices that may give rise to acts of corruption within “NJANGI”s)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Ensure transparency in the election of “NJANGI” board members	“NJANGI” offices set up on a democratic basis	Number of “NJANGI”s with democratically elected boards	Members of “NJANGI”s	CSO			
Encourage the regular renewal of managers	“NJANGI” managers renewed at regular intervals	Management turnover rate Term of office	Members of “NJANGI”s	Administrative authority			
Avoid multiple responsibilities	“NJANGI” managers have a single role	List of bureau members	“NJANGI” managers	Members			
Systematise transparent management	The management of “NJANGI”s is known to all members	Number of “NJANGI”s with management documents Number of complaints	“NJANGI” managers	Members			
Introduce a rotation system for positions of responsibility in “NJANGI”s	Certain positions with a high potential for corruption are not confiscated by certain groups	Turnover rate	“NJANGI” managers	Members			

Strategic axis 2: Education (Promote ethical behaviour within “NJANGI”s)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Encourage members and managers to adopt best behaviours	Reduced acts of corruption	Number of complaints from members	Civil Society Organisations Administrative, traditional and religious authorities	Members CONAC Managers Media			
Apply bylaws and internal regulations	Basic texts drawn up and applied	Existence of bylaws and internal regulations; Number of “NJANGI”s with basic texts	Members Managers	Civil Society Organisations			

Adopt and enforcing codes of ethics in “NJANGI”s	Probity becoming a fundamental value in “NJANGI”s	Number of ethical codes adopted and applied	Members Managers	Civil Society Organisations			
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Strategic axis 3: Conditions (Establish universally recognised practices and standards that improve the sub-sector's environment)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematise the deposit of funds collected in approved financial institutions	“NJANGI” funds deposited in accounts	Existence of accounts Number of “NJANGI”s with accounts	Managers	Members; Civil Society Organisations; Approved financial institutions			
Promote a system of executive remuneration	Executives benefit from a remuneration system	Existence of a remuneration system Number of “NJANGI”s whose managers remunerated	Members	Managers			
Improve the remuneration of “NJANGI” managers	Parallel transactions reduced	Existence of a remuneration system Number of “NJANGI”s whose managers are remunerated	Members	Managers			

Strategic axis 4: Incentives (Encourage behaviour that reflects integrity and probity within the “NJANGI”s)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Periodically award prizes to leaders with integrity	Leaders of integrity recognised and rewarded	Number of award-winning executives	Members	CONAC			
Valorise “NJANGI”s that make efforts in the fight against corruption	“NJANGI”s that make an effort in the fight against corruption valorised	Number of “NJANGI”s valued	CONAC Civil Society Organisations	TFP			
Label “NJANGI”s that stand out for their honest practices	The integrity of managers and employees recognised and valued	Number of approved “NJANGI”s	Members	Managers			

Strategy axis 5: Sanctions (Discourage criminal acts within “NJANGI”s)

Strategic axis	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically dismiss “NJANGI” managers found guilty of acts of corruption	Managers of “NJANGI”s found guilty of acts of corruption sacked from office	Number of “NJANGI” managers dismissed Number of “NJANGI”s that have sacked their leaders	Members	Traditional and administrative authorities			
In addition to sanctions, apply social sanctions to anyone found guilty of acts or attempts of corruption	Price to be paid for corruption a real deterrent	Number of sanctions actually applied	Members	Managers			

22.5. ACTORS TO IMPLEMENT STRATEGY IN THE BANKING, MICROFINANCE AND “NJANGI” SECTOR

Sub-sector	Categories of actors		
	Leaders		Leaders
At local level	Bank Managers, MFIs and “NJANGI”s Directors of banks and MFIs Promoters and shareholders of banks and MFIs	At local level	Managers of banks, MFIs and “NJANGI”s Directors of banks and MFIs Promoters and shareholders of banks and MFIs
At regional level	Religious authorities International organisations FLO; MINJUSTICE; CSO	At regional level	Religious authorities International organisations FLO; MINJUSTICE; CSO
At national level	Bank Managers Managers of Banks and MFIs; Promoters and shareholders of banks and MFIs; Regulatory, supervisory and oversight institutions (MINFI, BEAC, COBAC) National Credit Council.	At national level	Managers of Bank and MFIs; Promoters and shareholders of banks and MFIs; Regulatory, supervisory and oversight institutions (MINFI, BEAC, COBAC) National Credit Council.

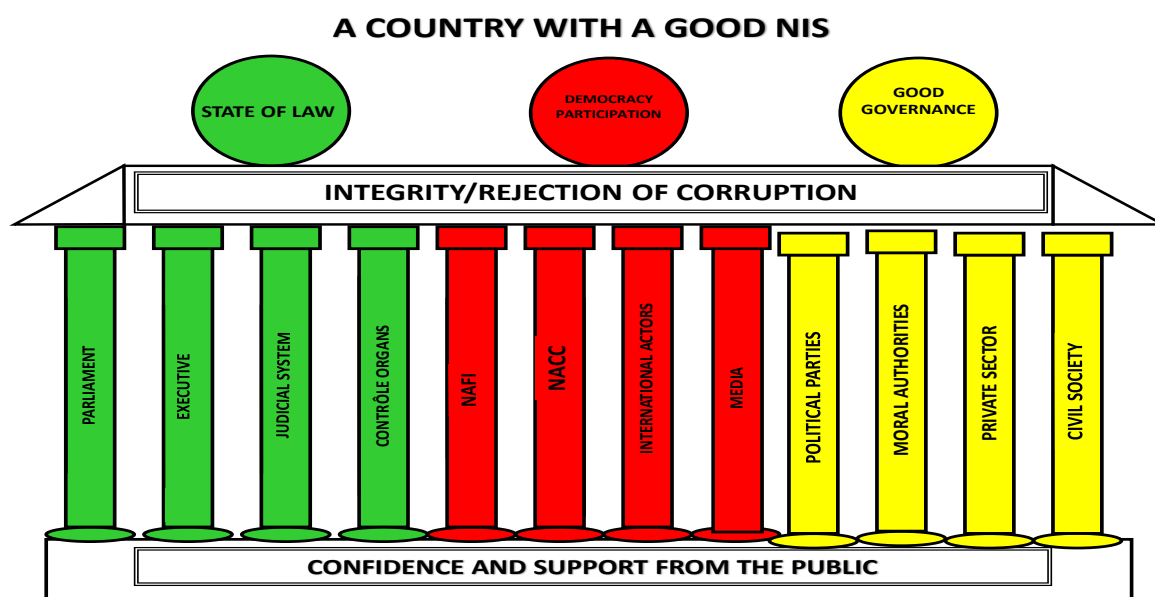
CHAPTER 23

DEVELOPING THE NATIONAL INTEGRITY SYSTEM

23.1 CAMEROON'S NATIONAL INTEGRITY SYSTEM IN 2015

The concept of the National Integrity System (NIS), developed by Transparency International, can be likened to an organism's immune system that secretes antibodies to protect the body from infection. More specifically, the danger in this instance is corruption; the economic, moral and social consequences of which can lead to the collapse of a society. The NIS is therefore regarded as a defense system developed by the society against the virus of corruption. It is built by achieving an optimal balance and synergy between the bodies that support it.

It is represented schematically in the form of a Greek temple as mirrored in the figure below:



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It should be pointed out that the proper functioning of a National Integrity System hinges on the integrity and balance of each pillar and the strength of a set of counterweights and synergy between the actions of the different pillars. This balance itself is based on a foundation consisting of awareness and confidence that citizens have in their institutions and in those responsible for running them.

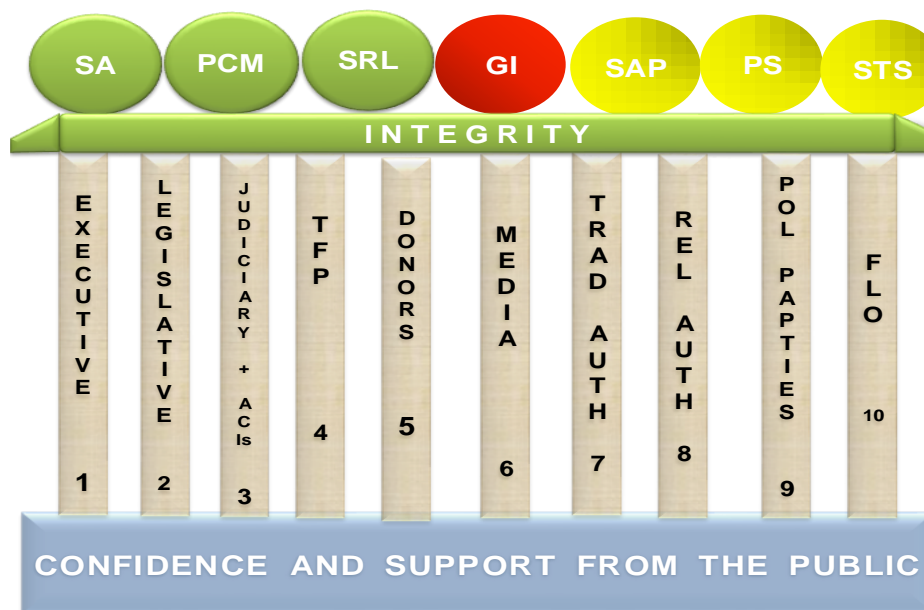
This collective consciousness is cemented on the values of social solidarity that guarantee the foundations of NIS. The solidity of each pillar, coupled with the balance of power distributed among the different pillars of integrity, form the basis of a society where justice and the rule of law reign.

The concept of National Integrity System, therefore refers basically, to the proper functioning of each pillar of integrity according to the role that it is assigned and in conformity with specific rules and procedures which enable optimum performance, notably by a reciprocal interaction on the principle of responsibility and by the interplay of checks and balances as well as the preservation of fundamental values linked to the rule of law, participatory democracy and good governance. For a National Integrity System that operates normally, the various powers are organised optimally and control each other in an interactive and dynamic process bringing all the parts of the system to work in synergy.

A National Integrity System functioning normally is a mechanism for balance of power and guard-rails that shall not only guarantee the separation of powers and the respect for constitutional provisions, laws and regulations, but will equally subject all public institutions and bodies to accountability. To this end, non-state Organisations and institutions can challenge public authorities and cooperate with each other and with State agencies to ensure the proper functioning of the system. Based on the principles outlined above, the main Pillars of Integrity have been reviewed and actions proposed so that each can fully play the role that citizens expect of it.

DESIRED SITUATION FOR THE NIS IN CAMEROON

Cameroon's ideal NIS can be represented by the following image:



Desired NIS for Cameroon and the 10 pillars

The ideal National Integrity System takes the shape of an equal and broad-based foundation made up of the trust of the population, pillars of the same influence willing to fight against corruption in their specific missions.

These very pillars carry the arch representing integrity and probity of the country. This well-leveled arch carries the objectives set by the country. The objectives will be those cited in the SND30, namely:

- **Systematise accountability (SA);**
- **Promote citizenship and multiculturalism (PCM);**
- **Strengthen the rule of law (SRL);**
- Put **general interest** ahead of personal interest (GI);
- **Simplify** and improve **administrative procedures** (SAP);
- **Prevent swindling** of public funds (PS);
- **Strengthen training of stakeholders** (STS).

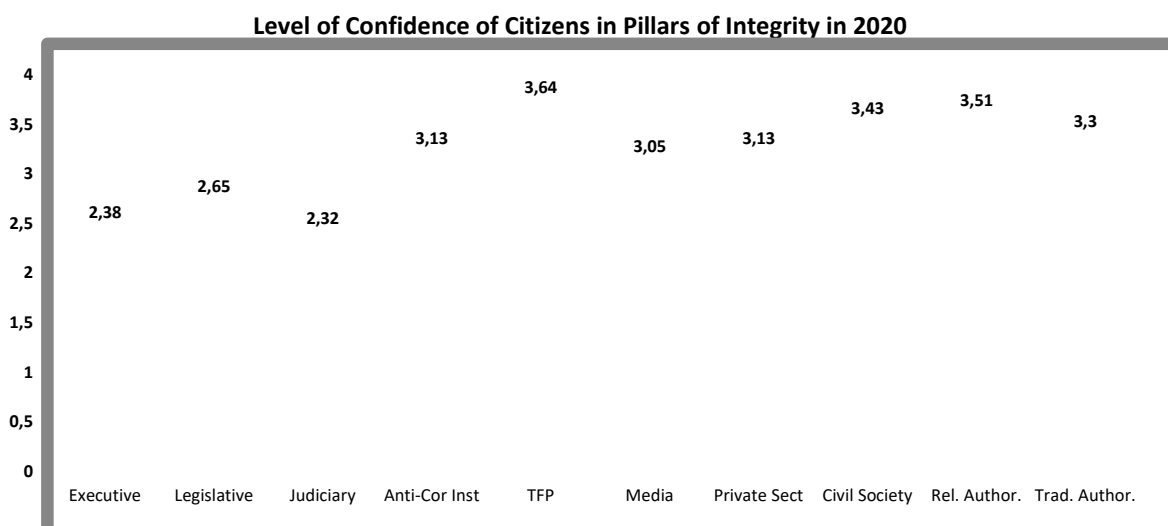
i. LEVEL OF CONFIDENCE OF OPINION LEADERS IN THE PILLARS OF INTEGRITY

Nearly 2,500 people took part in surveys during capacity building workshops of Integrity Pillars and gave their opinion on the level of trust they place on various Pillars of Integrity. Respondents were asked to give a score reflecting their level of trust in each Pillar, with zero being the minimum score and six the maximum.

Three trends emerged from the consultations:

Of the three traditional pillars, the Executive, the Legislature and the Judiciary, the Executive seems to garner very low confidence (2.38), and hence support, among the respondents. With averages of 2.38, 2.65 and 2.32 respectively, none of the three Pillars achieved the 3-point average. It is imperative to add the Forces of Law and Order (FLO) to these pillars, whose overall rating does not appear in the table below.

Pillars such as Anti-Corruption Institutions, TFPs, the Media, the Private Sector, Civil Society Organisations, Traditional and Religious Authorities appear to be favoured by respondents.

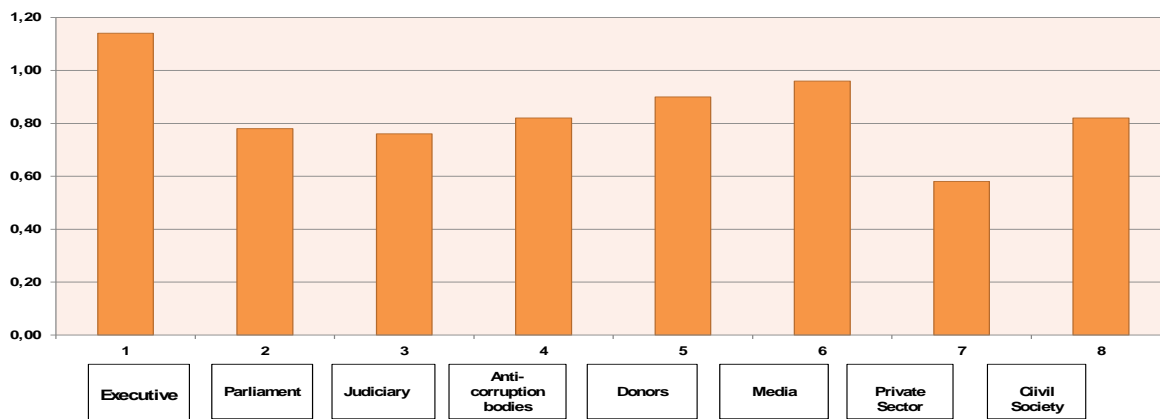


ii. PERCEPTION BY OPINION LEADERS OVER THE CAPACITY OF INFLUENCE OF THE PILLARS

In terms of its ability to influence the promotion of integrity, the Executive pillar stands out sufficiently from the others.

In other words, according to the perception of respondents, the Executive pillar should be the real driving force behind the promotion of integrity and the fight against corruption in Cameroon. It is worthwhile noticing the high influence capacity of the media, thus their fundamental role in this fight.

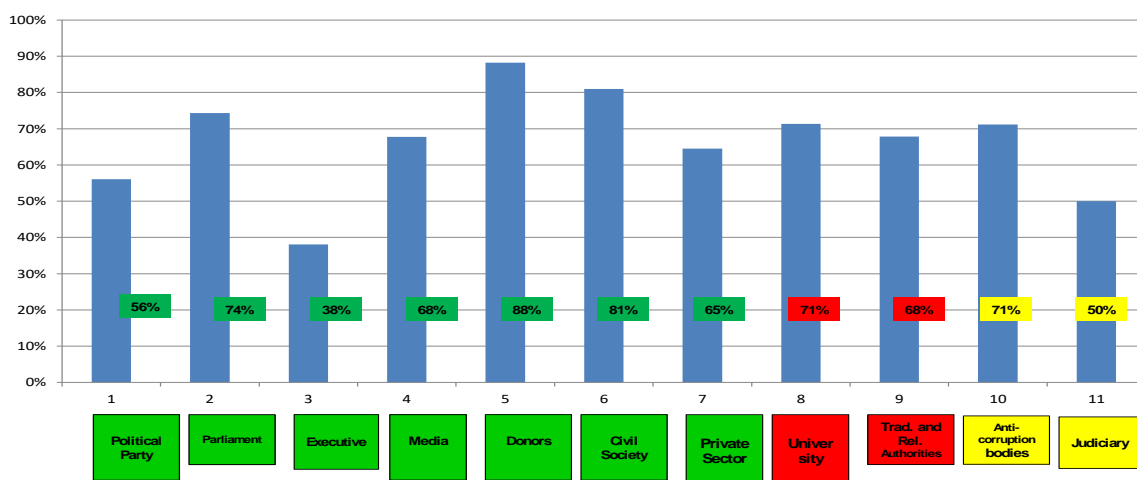
Influence capacity of the Pillars in the promotion of integrity



iii. PERCEPTION OF THE WILL OF THE PILLARS TO FIGHT AGAINST CORRUPTION

Regarding the assessment of the willingness of members of the pillars to fight against corruption, only the perception of participants in the workshop to strengthen the legislative pillar was taken into consideration. Given the overall average, it emerged from the finding that there is a shared desire by most stakeholders to fight against this phenomenon. However, only 38% of the Executive members are perceived by respondents as having genuine desire to curb the scourge.

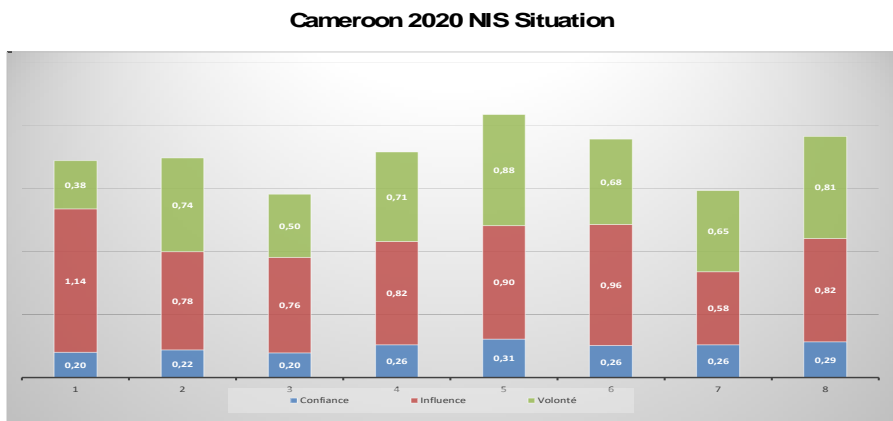
Perception of the will of participants in the Paliamentary workshop to fight corruption



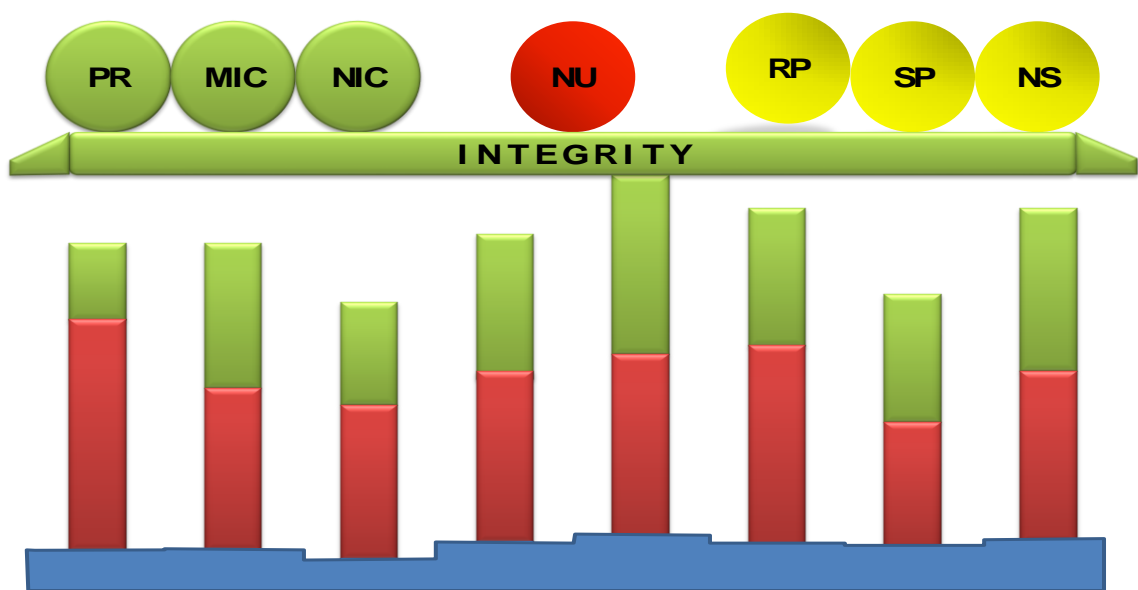
iv. THE STATE OF NIS IN CAMEROON IN 2015

At the end of the various surveys, three variables, represented by the three parts of each pillar, were retained to describe the perception of NIS in Cameroon:

- the blue at the base represents the level of confidence citizens have in the pillars;
- the red at the intermediate level signifies the pillar's ability to influence others in promoting integrity;
- the green at the top symbolises the perception of pillars' will to genuinely combat corruption.



The different polls portray huge inequalities at all levels between the different pillars. Looking at this result, Cameroon's 2020 NIS has not experienced significant change from that of 2015, which was as follows:



23.2 DEVELOPMENT STRATEGIES OF THE INTEGRITY PILLARS

Each pillar development strategy allows to:

- Identify corrupt practices;
- determine the level of corruption;
- analyse the main causes of corruption;
- make diagnosis of the fight against corruption and of the promotion of integrity conducted by each pillar;
- state the strategic development objectives of each pillars;
- set up a strategic action plan.

Proposals are also made to improve cooperation between the pillars, to enhance the effectiveness of collective action against corruption, particularly with a view to dismantling mafia networks.

CHAPTER 24

STRATEGY TO DEVELOP THE EXECUTIVE PILLAR

24.1. PRACTICES AND CAUSES OF CORRUPTION IN THE EXECUTIVE PILLAR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Embezzlement of state revenues and cuts in social spending. Corruption in revenue-generating bodies reduces the State's share and, subsequently, the resources available for social needs, especially those of the poor. It unduly diverts the already limited funds allocated to social spending to the benefit of a few individuals. • Reduced effectiveness of official rules. Failure to comply with regulatory requirements in the areas of public health, protection of the environment and others can have adverse effects on the livelihood of citizens, the environment and biodiversity of the country as well as in the region. • Impunity for the guilty and decreased integrity of public authorities. Officials and magistrates who accept bribes strengthen the grip of criminal and corrupt elements on society and their influence. • Infringement of human rights. Corruption of the State places it in a vicious circle in which it rapidly loses its authority and ability to govern for the common good. Corruption, by the denial of justice that it entails, can silence critics and allow the violations of human rights with impunity. Where corruption thrives, freedoms and fundamental rights of the person are threatened and the implementation of social and economic contracts becomes unpredictable. 	<ul style="list-style-type: none"> • Corruption is essentially a problem of governance, failure of institutions and the sign of lack of capacity to manage society by means of balanced systems of social, legal, political and economic checks and balances. When these formal and informal systems prove ineffective, the implementation and enforcement of laws and policies that ensure accountability and transparency become more difficult. • The low remuneration of public officials and the numerous opportunities for bribes to be paid and the very low risk of being discovered or severely punished are the main causes of corruption in this pillar of integrity.
<p>The Executive plays a leading role in promoting a national integrity system owing to its mission to define public policy, guide the goals, allocate resources, set standards, monitor their execution, coordinate actions, mediate conflicts and improve the socio-economic and political environment.</p> <p>The basic rules and procedures focus on the preservation of the public good, the implementation of public policies coordinated in partnership with the private sector as well as the Civil Society Organisations in a coherent and realistic strategy that takes into account the capacity of the stakeholders. The principles of transparency and accountability, as well as the exemplary ethical behaviour of its leaders, guarantee the successful outcome of its mission and legitimacy.</p>	

24.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE EXECUTIVE PILLAR

DIFFICULTIES TO FIGHT CORRUPTION	POSITIVE FACTORS IN FIGHTING CORRUPTION
<ul style="list-style-type: none"> • Widespread "bad governance" • A widespread feeling of impunity • No special anti-corruption law. 	<ul style="list-style-type: none"> • Strong political will • Setting up structures and institutions to combat corruption • Awareness on the need for a ruthless fight against corruption
<p>The specific position occupied by the integrity pillar of the Executive System requires, in order to ensure the balance of the entire political system, several approaches which must coexist and interact so as to guarantee the success of the National Anti-Corruption Strategy (NACS). These approaches must be proactive, legislatively</p>	

coherent and inclusive.

BASELINE DATA (2015) ON THE INTENSITY OF CORRUPTION IN THE PILLAR

Pillar: Executive	Corruption Intensity: 7.78 points out of 10
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24.3. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE EXECUTIVE PILLAR

STAKES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Guarantee impartiality and objectivity in decision-making • Guarantee integrity of the pillar • Guarantee the stability of the other pillars • Peace and harmony in social relations 	<ul style="list-style-type: none"> • Education of citizens • Building staff capacity to render them more effective • Eradicate bribery • Systematise the drafting of codes of ethics and professional conduct • Making results-based management operational • Ongoing evaluation of staff performance • Harmonisation of the professional situations of civil servants • Respect for the separation of powers between the executive and legislative as well as ensuring the integrity of the other pillars • Respect for the Constitution and promotion of social justice • Revision of funding procedures for national tender boards • Restoring the authority of the State • Promotion of excellence and merit
<p>When the National Integrity System functions normally, it enables the State to rely on competent officials reputed for integrity to exercise its authority and implement policies that are beneficial to vulnerable groups.</p> <p>It fulfils its core functions, exercises efficient control over the administration, ensuring its neutrality and providing the necessary resources for high-quality public service.</p> <p>It refrains from political interference and intimidation of other bodies. It ensures that all control mechanisms function properly, submits to institutional control and reports regularly, optimising the choice of information and communication channels. It is perceived in the collective mind as the supreme entity of social regulation and an example of integrity.</p>	

24.4. ACTION PLAN TO DEVELOP THE EXECUTIVE PILLAR

The development of the Executive Integrity System pillar tends to give it the means to ensure respect for integrity in the exercise of its public interest mission. Two strategic objectives reflect this requirement:

Strategic objectives

Strategic objective 1: Restore the image of Cameroon by cleaning up customs, practices and morals in the exercise of each function

Strategic objective 2: Ensure the independence and integrity of the other pillars to enable them fight corruption effectively.

Strategic Axis1: Prevention (Fight corruption and the corrupt by mobilizing Cameroonians to stand up against the ill).

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Inform and educate citizens	Citizens committed to fighting corruption	Number of citizens sensitised	MINCOM	Government; CSOs Ministerial Anti-Corruption Unit			
Identify and tackle the sectors most affected by corruption	Sectors most affected by corruption identified and tackled	Number of sectors identified and number of actions successfully carried out.	Heads of each ministerial department	Government; CSOs			
Streamline public procurement procedures	Transparency in the public procurement process ensured	Number of procedures manuals updated	ARMP	Government; CSOs			
Establish automatic referral to the courts by Anti-Corruption Institutions	Corrupt and corrupting people prosecuted	Number of cases referred to the courts by Anti-Corruption Institutions	MINJUSTICE	Anti-Corruption Institutions ; Jurisdiction ; CSOs			
Establish vigilance and whistleblowing duty by all stakeholders within public and private sectors	Corruption practices reported	Number of corruption incidents reported in each sector	ACU	Anti-Corruption Institutions; Jurisdiction; Government; CSOs Stakeholders			

Strategic axis 2: Education (Engrave the fight against corruption in the minds of Cameroonians by giving them tools to understand and appropriate the fight).

Actions stratégiques	Résultats attendus	Indicateurs	Responsable de la mise en œuvre	Acteurs impliqués	2022	2022-2025	2025-2035
Educate economic actors and the public on the damaging effects of corruption	Damaging effects of corruption on the economy and society well known	Number of actors sensitised	Ministerial Anti-Corruption Unit	Government; CONAC NAFI, ARMP; Bar Council Association, CSOs TFPs			
Introduce the fight against corruption in school and professional curricula.	Fight against corruption implemented in schools and in professional circles	Number of anti-corruption related subjects included in the curricula	Heads of each ministerial department	Government; CONAC NAFI, ARMP; Bar Council Council, CSOs TFPs			

Strategic axis3: Conditions (Provide Cameroonians with the means to live and work in total integrity).

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve the working conditions of civil servants and State employees	Improved performance of civil servants and State employees	Number of violations and delays in processing of files	Each Secretary General of the Ministry	CONAC NAFI, ARMP; Bar Council Council, CSOs			
Transpose international anti-corruption standards into domestic law	Effective legal framework to combat corruption put in place	Availability of a modern framework for the fight against corruption	Each Secretary General of the Ministry	Civil Society Organisations; TFPs			

strategic axis 4: Incentives (Reward honest actors in the Executive System Pillar)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Introduce a general reward scheme	Civil servants and state agents rewarded	Number and types of rewards created Number of civil servants rewarded	Head of MINFOP Each Secretary General of the Ministry	CONAC; ANIF; CSOs; Bar Council Council; CNDH; TFPs			
Create special integrity bonuses	Integrity valued	Number of bonuses allocated	Each Secretary General of the Ministry	Government Civil Society Organisations			

Strategic axis 5: Sanctions (Systematic prosecution of perpetrators, conspirators and accomplices in corrupt practices before the competent courts and punishing them severely)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Restore the rule of law and putting an end to impunity	Administrative, disciplinary, civil and criminal penalties imposed and enforced	Number and quality of decisions made and implemented	Gouvernement; Supreme Council of Magistracy	CONAC; NAFI; NCHRF CSOs (Bar Council, Association of Bailiffs, Notaries, etc.)			
Set up an anti-corruption court and reforming the functioning of the courts	Prompt prosecution of perpetrators of corruption	Number of providers and beneficiaries blacklisted	Supreme Council of Magistracy; Supreme Court; Jurisdictions	CONAC; NAFI; NCHRF CSOs; Court officers			

CHAPTER 25

STRATEGY TO DEVELOP THE LEGISLATIVE PILLAR

25.1. MANIFESTATIONS AND CAUSES OF CORRUPTION WITHIN THE LEGISLATIVE PILLAR

MANIFESTATIONS OF CORRUPTION	CAUSES
<ul style="list-style-type: none"> ● Sponsorship and selling investitures ● Bribery and sponsorship to validate mandates ● Electoral fraud ● Purchase of consciences during election campaigns ● Misappropriation of public funds ● Bribery, sponsorship, favouritism, influence peddling, pressure and interference of any kind in staff recruitment, appointments, promotions and admissions for training ● Bribery, sponsorship, favouritism, influence peddling, pressure and various interventions in the constitution of the bureau of the Parliament, commissions and the appointment of members of parliamentary and interparliamentary missions and organs. ● Sexual harassment ● Involvement of Parliamentarians in public procurement 	<ul style="list-style-type: none"> ● Obsolescence of Parliament rules and procedures ● Poor distribution of benefits and privileges within the Parliament ● Lack of objective criteria for nominations, appointment of Bureau members as well as members of parliamentary and cross parliamentary missions and bodies, recruitment of personnel, appointments, promotions and admissions for training. ● Tribalism, ignorance of the texts and procedures by Parliamentarians and poor working conditions ● Ethical and moral deficiencies ● Desire for wealth and greed ● Lack of reliable internal control mechanisms
<p>In a democratic system, Parliament's main role is to exercise effective control over the actions of the Executive. It votes the State budget, Finance Law and Settlement Bill. It initiates legislation, approves and ratifies bills as well as draft legislation submitted before it for their validity. However, a corrupt legislative system would vote bad laws.</p>	

2015 REFERENCE DATA ON THE INTENSITY OF CORRUPTION IN THE SECTOR

Sector: Legislative Pillar	Intensity of Corruption: 5.80 points out of 10
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25.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE LEGISLATIVE PILLAR

DIFFICULTIES IN FIGHTING CORRUPTION	ENABLING FACTORS
<ul style="list-style-type: none"> ● Absence of an anti-corruption strategy in Parliament ● Weak powers granted to parliamentarians ● Inadequate training for parliamentarians and parliamentary staff and low level of specialisation ● Insufficient financial, material and logistical resources ● Parliament's subservience to the Executive and difficulties in obtaining evidence of misuse of funds ● Weak legal and institutional framework for nominations, appointment of Bureau members and 	<ul style="list-style-type: none"> ● Affirmation of the political will to fight against corruption ● A Culture of loyalty to the institutions of the Republic ● Wider awareness on the fight against corruption among Members of Parliament ● Existence of parliamentary immunity ● Technical and financial support of partners and donors

DIFFICULTIES IN FIGHTING CORRUPTION	ENABLING FACTORS
<p>those of parliamentary and cross parliamentary missions and organs, staff recruitment, appointments, promotions and admissions for training</p> <ul style="list-style-type: none"> • Inadequate mobilisation of parliamentarians for the fight against corruption • Failure to declare assets • Difficult access to information and ineffective mechanisms for control, evaluation and immediate sanction of government action. 	<ul style="list-style-type: none"> • Pressure from the population/voters to involve parliamentarians and commit them to the fight against corruption • Sense of fairness and justice for Parliament and parliamentarians • Ability to propose laws

25.3. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE LEGISLATIVE PILLAR

CHALLENGES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Guarantee of peace and social security • Improving the legal and judicial environment • Cameroon's national and international credibility • Public/voter confidence • Confidence of investors and partners • Guarantee of the rule of law • Credibility of Parliament and its Members 	<ul style="list-style-type: none"> • Mobilising people/voters around the NACS • Vote on a special anti-corruption law • Active cooperation between the pillars of integrity: Executive system, judiciary and Anti-Corruption Institutions • Setting up an information and protection system for whistleblowers and witnesses • Promoting equality before the law • Providing parliamentarians with adequate material and financial means • Independence of Parliament
<p>When the system is operating normally, parliamentary control is carried out without any obstructing interference of the majority (the ruling party). Parliamentarians legislate objectively. They initiate Laws, enforce them, their applicability, and consult constituted bodies of the society affected by the bills. They exercise their power to actually control the actions of the Government.</p> <p>They ask oral or written questions to the Government and may form parliamentary commissions of enquiry when necessary. They loyally and effectively perform their task of representing the higher and well understood interests of citizens and are accountable to voters. To do so, they have the capacity to exercise their supervisory functions. State budgets are clearly detailed to permit a thorough scrutiny and avoid discretionary spending of extra-budgetary funds, and review period is sufficient. Parliamentarians are perceived in the collective representations as their legitimate voice, the expression of their will and popular sovereignty.</p>	

25.4. ACTION PLAN TO DEVELOP THE LEGISLATIVE SYSTEM PILLAR

The development of the Legislative System pillar of integrity is based on two strategic objectives, namely:

Strategic objectives:

Strategic objectives 1: Strengthen the independence of the legislative power and guarantee the involvement of its members in the fight against corruption.

Strategic objectives 2: Make integrity a precondition to become a Member of Parliament.

These strategic objectives identify the actions of prevention, education, condition, incentive and sanctions that permit to ensure the integrity of the legislative system pillar.

Strategic axis 1: Prevention (Set up preventive mechanisms against corruption at parliamentary level)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Organise parliamentary debates with the other pillars	Public informed of the missions of the Parliamentary pillar in the fight against corruption	Number of parliamentary fora organised. Number of participants	Parliament	Prime Minister Bar Council Council Civil Society Organisations; TFPs			
Establish a modern procedures manual to ensure transparent and coherent management of parliamentary activities and missions	Standards known and respected Ensured transparency in handling cases	Procedures manual available.	Parliament	Parliament Bureau			
Create a parliamentary anti-corruption committee at the Parliament	Acts of corruption identified and punished	Number of corruption cases identified and punished	Parliament	Parliament Bureau members			
Create a Parliamentary Anti-Corruption network	Citizens and public authorities made aware of the dangers of corruption	Number of networks created	Parliament	Parliament Bureau members			

Strategic axis 2: Education (Mobilise and equipping parliamentarians with the technical means to effectively combat corruption)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Strengthen the capacity of parliamentarians on all laws governing the parliamentary rules	Rules mastered by parliamentarians	Capacity-building programmes conceived and implemented	Parliament	Supreme Court; Bar Council Council; Universities; TFPs			
Ensure continuous training of parliamentarians and staff of the Parliament on the fight against corruption	Stakes in fighting against corruption known and shared by parliamentarians as well as the staff. Stakeholders with sound knowledge of the mechanisms involved and committed to the fight against corruption.	Ongoing training and post-training programmes as well as across sectoral formulated and implemented	Parliament	Supreme Court; Bar Council Council Universities; TFPs			

Strategic axis 3: Conditions (Enhance the credibility of the parliamentary system)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Revise the Electoral Code	Rules governing investiture, eligibility and election of members of parliament improved	The revised Electoral Code adopted and promulgated	Government Parliament	Ministry of Territorial Administration, Elections Cameroon			
Select the Administrative staff of the Parliament in a competitive and transparent manner	Competence, integrity and honesty of actors	Significant drop in corruption within the Parliament	Parliament	Ministry of Finance			

Strategic axis 4: Incentives (Encourage parliamentarians in their mission to advocate for integrity)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Award prizes to parliamentarians committed to the fight against corruption	Parliamentarians motivated to promote integrity	Level of public trust in parliamentarians	Parliament	Bar Council; NCHRC, TFP Ministerial Anti-Corruption Units; Civil Society Organisations			
Improve working conditions for Members of Parliament	Parliamentarians gain in prestige and probity	Perception index of the intensity of corruption within the legislative pillar	Parliament	Ministry of Finance			

Strategic axis 5: sanctions (Take dissuasive measures against rogue parliamentarians and employees in Parliament).

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Lift parliamentary immunity for corrupt representatives	Credibility of the Parliament strengthened	Number of MPs who have lost their immunity	Parliament	Courts Court officers			
Prosecute and punish corrupt parliamentarians	Corrupt parliamentarians sanctioned	Number of administrative, disciplinary, civil and criminal sanctions taken	Parliament Courts of Justice COBAC	Law Society Other Court Officers, Judicial Police Officers			
Strip corrupt parliamentarians of their civil and political rights	Parliamentarian status valued	Number of deposed MPs	Courts and Tribunals	Judicial Police Officers			

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish sanctions levied on Parliamentarians for corruption cases	Public informed of the sanctions against perpetrators of corruption	Number of sanctions made public	Heads of Courts and Tribunals Head of Government Heads of Anti-Corruption Institutions	Media; Bar Council Council, Civil Society Organisations; TFPs			

25.5. ACTORS TO IMPLEMENT THE STRATEGY OF THE LEGISLATIVE PILLAR

Pillars of integrity	Categories of actors		
	Leaders	Integrity pillar of the Parliamentary system	Leaders
Integrity pillar of the Parliamentary system	Political Parties; Parliamentarians; Executive Media; TFP; Civil Society Organisations; Private sector	Academics, Religious and Traditional Authorities	Political parties; Parliamentarians; Executive Media; TFP; Civil Society Organisations; Private sector

CHAPTER 26

STRATEGY TO DEVELOP PILLARS OF THE JUDICIAIRY AND ANTI-CORRUPTION INSTITUTIONS

26.1. PRACTICES AND CAUSES OF CORRUPTION IN THE JUDICIAL SYSTEM AND ANTI-CORRUPTION INSTITUTIONS

CORRUPT PRACTICES	CAUSES OF CORRUPTION
<ul style="list-style-type: none"> • Soliciting/accepting/delivering donations and other gifts (cash and kind) • Selling and buying ranks and positions • Sponsorship in appointments and promotions • Conspiracy to misappropriate public funds • Influence peddling and interventions of all kind • Complicity in money laundering • Suspicious delays in typing decisions or pre-trial decisions • Unequal treatment of citizens by the actors of the judicial system • Abusive custody warrant • Improper judicial custody • Admission against bribe of some prisoners to the regime of free chore • Collusion between actors in the judicial system • Interested management of freedoms • Bargaining of decisions and judicial acts • Violation of rules and procedures for inquiries and investigation 	<ul style="list-style-type: none"> • Drastic drop in wages • Poor living and working conditions • Ethical and moral deficiencies • Desire for wealth and greed • Ignorance of procedures by litigants • Opacity on the costs of legal documents and court costs • Incompetence on some files (financial markets, insurance, maritime, etc.) • Abnormally heavy workload • Lack of objective and ethical criteria for the recruitment of staff • Poor distribution of benefits within the judicial system • Complexity of the legal and judicial information • Submission of the Anti-Corruption Institutions to the Executive Power • Abnormally low remuneration of staff of Anti-Corruption Institutions • Lack of civic educations • Denunciation deficit • Influence of certain traditional and cultural habits
<p>In a democratic system, the role of the judiciary is to guarantee the functioning of the rule of law and to ensure respect for the rights and freedoms enshrined in the Constitution. As such, the Judicial system, embodied by Justice has the role to ensure the rule of law. It is the custodian of morality and stability of the system, as well as the conscience of the entire society. Justice refers to the concepts of rigour, precision and above all integrity and fairness.</p> <p>In a democratic system, the role of institutions of control is related to prevention and punishment of offenses related to bribery, embezzlement or money laundering. In this respect, these institutions are to exercise control at several levels.</p> <p>Numerous legal and institutional measures have been taken to strengthen this mission from the standpoint of the fight against corruption. These include the adoption of the AU Convention on Preventing and Combating Corruption and the creation of a court, the SCC, dedicated exclusively to dealing with cases of misappropriation of public funds with a value of at least FCFA 50.000,000.</p>	

2015 BASELINE DATA OF THE INTENSITY OF CORRUPTION IN THE PILLAR

Sub-sector: Pillars of the Judiciary and Anti-Corruption Institutions	Intensity of corruption: 6.85 / 10
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Confidence in the judicial system and Anti-Corruption Institutions pillar has eroded considerably if we refer to data collected as part of the evaluation of the implementation of the NACS from the viewpoint of the quality of public service carried out by CONAC. The score fell from 6.85 points/10 in 2010 to 5 points/10 in 2016. This rating is undermined by lack of confidence in the judicial system by Cameroonians. Several reasons account for this.

To begin with, the judicial system pillar has not participated in the implementation of the NACS through the Rapid Results Initiatives piloted by CONAC. Furthermore, some of the practices decried in 2010 during the inventory of corruption in the judicial system have persisted. Finally, the general feeling of impunity for magistrates guilty of corruption has spread to the population as a whole.

26.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS IN THE JUDICIARY AND ANTI-CORRUPTION INSTITUTIONS PILLAR

DIFFICULTIES IN FIGHTING CORRUPTION	POSITIVE FACTORS IN FIGHTING CORRUPTION
<ul style="list-style-type: none"> • Lack of commitment from stakeholders in implementing anti-corruption policies • Weak powers granted to Anti-Corruption Institutions • Inadequate staff training and low level of specialisation • Insufficient financial, material and logistical resources • Lack of financial autonomy • Interference of the Executive in the judicial system • Under-utilisation of staff due to inadequate positions, jobs and human resources • Failure to declare assets • Lack of motivation among stakeholders • Lack of synergy between the judicial system and Anti-corruption Institutions • Lack of cooperation between Anti-Corruption structures • No incentives for whistleblowing • Lack of mechanisms for evaluation and immediate sanction • Insufficient capitalisation on the fight against corruption • Weak legal and institutional framework on anti-corruption initiatives • Mismatch between the judicial and administrative structures and general sense of impunity • No special anti-corruption law • Prolonged period of investigations and enquiries • Difficulties in obtaining evidence of misuse of funds • Difficulty accessing information • Mismatch between sanctions and corruption offences • Widespread bad governance 	<ul style="list-style-type: none"> • Political will to fight against corruption • Modernisation of procedures in criminal matters • Gradual modernisation of the judicial system • Formal existence of Anti-Corruption Institutions • Technical and financial support from partners and donors • Widespread awareness on the need to combat corruption • Introduction of an accountability regime for managers through GAR (2013) • Reintroduction of teaching good conduct and ethics • Social pressure for change • Raising personal and institutional awareness
<p>The fight against corruption is perceived as effective only when each institution fulfils its role to the letter. For the judiciary, this implies punishing all those found guilty when a case is brought before it.</p> <p>In their sovereign role of administering justice, the criminal courts are responsible for scrupulous implementation of the laws and regulations on corruption.</p>	

DIFFICULTIES IN FIGHTING CORRUPTION	POSITIVE FACTORS IN FIGHTING CORRUPTION
<p>The prosecution has the duty, inter alia, to initiate proceedings whenever acts of corruption are brought to its attention. However, it is observed that the criminal jurisprudence does not have corruption matters.</p> <p>Despite the recurrence of sanctions for misuse of property and other corruption-related offences, much still needs to be done for the judicial system to fulfil its role in the fight against this CSOurge.</p>	

26.3. STAKES IN FIGHTING CORRUPTION IN THE JUDICIARY AND ANTI-CORRUPTION INSTITUTIONS PILLARS

STAKES IN FIGHTING CORRPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Guarantee of peace and social security • Improving the legal and judicial environment • Improving the business environment • Public confidence • Investor confidence • Guarantee of the rule of law • Credibility of the justice system 	<ul style="list-style-type: none"> • Adoption of a special anti-corruption law • Systematic prosecution of corruption • Direct implementation of policy by Anti-Corruption Institutions • Setting up an information and protection system for whistleblowers and witnesses • Promotion of equality before the law • Provide actors with adequate material and financial resources • Internal and financial autonomy of the Judicial System and Anti-Corruption Institutions
<p>When the system is operating normally: the Judicial system is independent of the Executive power and can exercise its judicial function and state the law without suffering interference or pressure from "above".</p> <p>It is controlled in its operation by specific organs under the Constitution such as the Supreme Council of Magistracy.</p>	

26.4. STRATEGIC ANTI-CORRUPTION ACTIONS FOR THE JUDICIARY AND ANTI-CORRUPTION INSTITUTIONS

The development of the pillar of integrity of the legal system and Anti-Corruption Institutions are based on two strategic objectives, namely:

Strategic objectives:

Strategic objective 1: Enhance the credibility of the Judiciary through a radical change in habits and practices within the judicial system (gaining confidence from the population).

Strategic objective 2: Strengthen the judicial system and guarantee the independence of Anti-Corruption Institutions.

Strategic axis 1: Prevention (Develop attitudes and reflexes of honesty and integrity by providing tools to ease the appropriation and facilitate knowledge of such practices within the Pillars)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Post out the costs of paid services in courts	Reduced corruption in paying for services delivered by Courts	Number of legal acts and their costs published	Heads of jurisdiction Heads of Anti-Corruption Institutions	Bar Council; Court officers; CSOs			
Create professional groups independent from actors to defend their interests	Defense of the interests of anti-corruption players in the pillars assured.	Number of anti-corruption associations and unions created	CSOs	Bar Council ; Media			
Promote actions aimed at reporting acts of corruption	Citizens to denounce acts of corruption	Number of complaints from citizens	Anti-Corruption Institutions; CSOs	Bar Council; Court officers;			

Strategic axis 2: Education (Improve stakeholders' knowledge of the pillar's operating rules through awareness-raising and training initiatives to cultivate opposition to corruption)

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Build the capacity of pillar professionals on ethics and good conduct	Rules and ethical conduct known to all pillar professionals and respected	Capacity-building programmes designed and implemented	Ministerial Anti-Corruption Unit of MINJUSTICE; Heads of various jurisdictions; President of the Bar Council	Minister of Justice Secretary General of the Ministry of Justice Court officers; CSOs; NCHRF; CONAC; TFPs; Media			
Ensure ongoing training of Judicial actors and Anti-Corruption Institutions	Challenges of the fight against corruption known and shared by the pillar's players and stakeholders involved.	Programs of continuing post-training and cross-sectoral education designed and implemented	Ministerial Anti-Corruption Unit of MINJUSTICE; Heads of various jurisdictions; President of the Bar Council	Minister of Justice ; Secretary General of MINJUSTICE; Court officers; CSOs, NCHRF; CONAC; TFPs, Media			
Disseminate the Constitution and founding texts of Anti-Corruption	Public awareness of the various Anti-Corruption Institutions	Number of citizens aware of the existence of Anti-Corruption	Ministerial Anti-Corruption Unit of MINJUSTICE; Heads of the various jurisdictions;	Minister of Justice Secretary General of the Ministry of Justice			

Strategic actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Institutions		Institutions and their missions	President of the Bar Council	Court officers CSOs; NCHRF; CONAC; TFP ; Media			
Popularise national anti-corruption instruments among Judicial actors and Anti-Corruption Institutions	Anti-corruption instruments known and mastered by stakeholders	Number of stakeholders acquainted with national anti-corruption instruments	Ministerial Anti-Corruption Unit of MINJUSTICE; MINJUSTICE Directorate of Legislation; Heads of various courts; President of the Bar Council	Minister of Justice Secretary General of the Ministry of Justice Court officers; CSOs; NCHRF; CONAC; TFPs; Media			

Strategic axis 3: Conditions (Contribute in lessening the vulnerability of the judicial system and Anti-Corruption Institutions by improving working conditions and defining mechanisms to motivate its professionals).

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Improve working and housing conditions	Motivation of professionals stimulated	Improved pillar performance	Ministerial Anti-Corruption Unit Heads of courts Heads of Anti-Corruption Institutions	DAG MINJUSTICE; Minister of Justice; President of the Bar Council; NCHRF; CSO; ARMP			
Ensure the management of the Supreme Council of Magistracy by the Judicial system	Mastery of advancements, promotions and appointments by the Judiciary	Positions held by those with required profile and competence	President of the Supreme Court	Bar Council; NCHRF; CSO Legal authorities			
Advocate for the recruitment of heads of Anti-Corruption Institutions through competitive entrances	Increased effectiveness (probity and competence) of Anti-Corruption Institutions	The principle of appointing leaders of Anti-Corruption Institutions by way of appeal for applicants acquired by the competent authorities	CSO Media	Bar Council; TFP			
Advocate for careful selection of professionals in the judicial system	Competence and probity of the judicial system improved	Improved quality of services provided by the system	CSOs; Media; Pillar Trade Unions and professional associations	Lawyers; Court officers; Minister of Justice			
Direct referral to courts by Anti-Corruption Institutions	Speed and efficiency in dealing with corruption offences	Number of prosecutions initiated and number of decisions made and executed	Heads of anti-corruption institutions Heads of courts	Minister of Justice Minister of Defence DGSN			

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2023	2024	2025	2026
Lobby for the harmonisation of legislation with anti-corruption instruments	Simplification of anti-corruption procedures	Ease in the implementation of anti-corruption measures	Ministerial Anti-Corruption Unit MINJUSTICE; CSOs, Media	Bar Council TFP					
Advocate for increased budgets for judicial institutions and Anti-Corruption Institutions	Efficiency in the fight against corruption strengthened	Sectors covered by anti-corruption initiatives extended	Ministerial Anti-Corruption Unit MINJUSTICE; CSOs	CONAC; TFP; Minister of Finance Media					
Advocate for increased staffing of the Judicial system	Improved speed in processing anti-corruption files	Number of decisions revised upwards	Ministerial Anti-Corruption Unit MINJUSTICE; CSOs	CONAC; TFP; Minister of Finance; Media					

Strategic axis 4: Incentives (Promote positive pillar actors to make them role models for other stakeholders)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2023	2024	2025	2026
Acknowledg excellence through the award of medals, decorations and letters of congratulation	Improved quality of service delivered by professionals	The motivation of pillar staff	Ministerial Anti-Corruption Unit; MINJUSTICE; Heads of Anti-Corruption Institutions	Minister of Justice; President of the Bar Council; NCHRF; TFP; CSOs					
Reward whistleblowers and witnesses	Motivated and committed whistleblowers and witnesses	Number of bonuses awarded on the basis of proven denunciations	Anti-Corruption Institutions CSO	Heads of courts; Minister of Justice; Minister of Defence; DGSN; TFPs					

Strategic axis 5: Sanction (Provide appropriate legal responses to the problems of impunity by systematically sanctioning unscrupulous stakeholders)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2023	2024	2025	2026
Disciplinary and criminal sanctions for offenders	Pillar actors dissuaded from acts of corruption	Number and quality of sanctions imposed	Judges and magistrates Heads of Anti-Corruption Institutions	Anti-Corruption Unit MINJUSTICE; Directorate of Legislation MINJUSTICE; Court officers (Bar Council, chamber of bailiffs, notaries, etc.)					

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Severely punish perpetrators of attacks on the physical, moral and material integrity of whistleblowers and witnesses	Witness and whistleblower protection guaranteed	Number of perpetrators sanctioned	Judges and magistrates Heads of Anti-Corruption Institutions	Anti-Corruption Unit MINJUSTICE; Directorate of Legislation MINJUSTICE; Court officers (Bar Council, chamber of bailiffs, notaries, etc.) CSOs, Media			
Confiscate assets derived from corruption	Property acquired through corruption confiscated by the State	Amount of assets transferred to the State and funds paid into the Treasury	Judges and magistrates Heads of Anti-Corruption Institutions	Anti-Corruption Unit MINJUSTICE; Directorate of Legislation MINJUSTICE; Court officers (Bar Council, chamber of bailiffs, notaries, etc.)CSOs, Media			
Systematically punish proven cases of corruption	The cost of corruption made high	Number of decisions handed down under the flagrante delicto procedure	Heads of courts Public prosecutors Heads of Anti-Corruption Institutions	Anti-corruption unit MINJUSTICE; Directorate of Legislation MINJUSTICE; court officers (Bar Council, chamber of bailiffs, notaries, etc.). CSOs, Media			
Develop an anti-corruption chain in every criminal court	Prosecution actions of the fight against corruption carried out efficiently	Number of criminal justice systems developed	MINJUSTICE President of the Supreme Court, CONAC	Heads of courts, prosecutors, Judges, Heads of Anti-Corruption Institutions, Judicial Chiefs of Police; Commanders of Gendarmerie, CSOs; Media, TFPs			
Systematically post sanctions against malicious actors	Public informed of sanctions against perpetrators of corruption	Number of sanctions published	Ministerial Anti-Corruption Unit; MINJUSTICE; Media CSO	MINJUSTICE Legal Department Heads of Anti-Corruption Institutions; Minister of Justice			
Promote cooperation and mutual legal assistance	Collaborations for the suppression of corruption offenses enhanced	Number of collaboration agreements signed	Heads of Institutions for the fight against corruption; Sub Director Judicial Cooperation	CSOs; TFPs; Media			

26.5. ACTORS TO IMPLEMENT THE STRATEGY

Sub-sector	Categories of actors		
	Leaders		Leaders
Judicial system Pillar of integrity	Executive Civil Society Organisations	Judicial system Pillar of integrity	Executive Civil Society Organisations
Anti-Corruption Institutions Pillar of integrity	Civil Society Organisations Technical and Financial Partners	Anti-Corruption Institutions Pillar of integrity	Civil Society Organisations Technical and Financial Partners
<p>Anti-corruption activities within the pillars of integrity in the Judicial system and Anti-Corruption Institutions require the improvement of standard norms of the fight against corruption on the one hand, and strengthening of the institutional infrastructure by restructuring existing bodies and creating new ones on the other.</p> <p>It should be noted that good governance helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, support environmental protection and sustainable use of natural resources, and strengthen public confidence in their judicial system and Anti-Corruption Institutions. It also helps to gain the trust of donors and foreign investors.</p> <p>The effectiveness of the fight against corruption within the integrity pillars of the Judicial System and Anti-Corruption Institutions depends primarily on an intra-pillar coalition, but also inter-pillar, in particular including the Civil Society Organisations, the private sector and TFPs, as well as the support of citizens. It is this strong presence of internal structures to fight against corruption that will give opportunities to reform international mechanisms for integrity and convert them into real changes within the said pillars and that will encourage development partners to support efforts in the fight against corruption.</p>			

CHAPTER 27

STRATEGY TO DEVELOP THE TECHNICAL AND FINANCIAL PARTNERS PILLAR

27.1. MANIFESTATIONS AND CAUSES OF CORRUPTION WITHIN THE TECHNICAL AND FINANCIAL PARTNERS PILLAR (TFP)

MANIFESTATIONS OF CORRUPTION	CAUSES
<ul style="list-style-type: none"> • Failure to comply with the competitive process in the award and funding of contracts • Fictitious activities (embezzlement, financing of fictitious actors) • Budget reallocations without permission • Cronyism, non-transparent recruitment of TFP staff and networking of stakeholders • Project diversion and low level of disbursements • Influence peddling and interventions of all kinds • Unequal treatment of actors by TFP • Sexual harassment • Complacency and non-denunciation of corruption 	<ul style="list-style-type: none"> • Lack of transparency and traceability • Incompetence and low capacity of actors • Ignorance of procedures by partners • Ethical and moral deficiency • Desire to gain wealth and greed • Depravity of moral and ethical values among TFP staff • Uncommonly heavy workload • Rigidity of procedures
<p>In partnership with national governments, TFPs are mandated to encourage, facilitate and support the implementation of development programmes in general and, with regard to the fight against corruption, those relating to improving the management of public affairs and foreign aid.</p> <p>As such, TFPs become the main development partners thanks to their investments in countries where they operate. Overall, the rules and practices governing their actions consist of incitement to consideration of issues related to transparency, good governance, and the development of appropriate cooperation for the fight against corruption, respect of national sovereignty and rules of fair competition.</p>	

2015 REFERENCE DATA OF CORRUPTION INTENSITY IN THE SECTOR:

Sector: TFP Pillar	Intensity of corruption: 3.77/10
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DIAGNOSIS OF ANTI-CORRUPTION ACTIONS OF THE TFP PILLAR

DIFFICULTIES TO FIGHT CORRUPTION	FAVOURABLE FACTORS IN FIGHTING CORRUPTION
<ul style="list-style-type: none"> • Lack of local demand for accountability • Very thorough National leadership • Lack of relays in monitoring the fight against proven cases of corruption • Fear of reprisals by national governments • Ignorance of the environment, practices, networks and local culture • Low degree of influence of external financing: the principle of sovereignty • The sectoral focus of funding by a group of TFPs • Immobility and status quo preferable and more comfortable • Politicisation of the actions of partners • Abandonment to the widespread corruption • Administrative barriers to audit engagements 	<ul style="list-style-type: none"> • Affirmation of the need for transparency and the fight against corruption • Modernisation procedures manuals for project • Support for the gradual modernisation of administrations • Expansion of the Multi-Donor Committee to include Civil Society Organisations and the government • Technical and financial support from partners and donors • Widespread awareness for the fight against corruption • Knowledge of national divisions by TFP • Affirmation of the need for ethics and transparency for all actions taken within the TFP • Social pressures for change

DIFFICULTIES TO FIGHT CORRUPTION	FAVOURABLE FACTORS IN FIGHTING CORRUPTION
and evaluation of TFP <ul style="list-style-type: none"> Quantitative and qualitative lack of staff Lack of an action plan and collaboration between TFPs 	<ul style="list-style-type: none"> Individual and institutional awareness
Technical and financial partners assist to uphold integrity and good governance in the rules governing cooperation and international trade: cross national NGOs are not suspected of embezzlement in achieving their missions, while public opinion is favourable to international donors, perceived as key partners in the implementation of programmes to promote sustainable development and good governance.	

27.2. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE TFP PILLAR

THE STAKES IN FIGHTING CORRUPTION	PRECONDITIONS FOR SUCCESS
<ul style="list-style-type: none"> Encouragement of the Anti-Corruption fight Clean up of the TFP professional environment Investor confidence Public confidence Example of integrity in the host State Preservation of peace and international security 	<ul style="list-style-type: none"> Support to the development and implementation of an appropriate regime of information and protection of whistleblowers and witnesses Systematic pursuit of corruption deeds Implementation of actions and penalties for the corrupt and corrupting Increased protection of informants, whistleblowers and witnesses Staffing actors with adequate material and financial resources Cooperation and collaboration of TFP with other actors of the fight against corruption
<p>When the system is operating normally, international actors (international private sector, transnational NGOs, donors) provide support for investment, expertise and cooperation in the development process: Foreign companies participate effectively in the development of the economic sector concomitantly with national economic operators while transnational NGOs contribute to the development process and the implementation of best practices.</p> <p>Donors for their part are involved in the follow up of programmes and also provide support to the political will to conduct an internal programme to fight against corruption.</p>	

27.3. STRATEGIC ACTION PLAN TO DEVELOP THE TFP PILLAR

Considering the dominant role recognised by the other social actors of the National Anti-Corruption Strategy in the development of other pillars, two strategic objectives are assigned to the TFP integrity pillar:

The analysis of the strategic actions for the fight against corruption within the TFP pillar of integrity shows that in the presence of endemic corruption, the efforts of piecemeal reform can hardly have any effect. Anti-corruption initiatives in this context imply the implementation of a strategic set of measures for the short, medium and long terms. This requires from TFP, some mastery of the socio-political context and appropriate coordination in order to reconcile the sometimes-conflicting priorities.

Strategic objectives:

Strategic objective 1: Improve support for reform and action against corruption by ensuring that local and national considerations are met.

Strategic objective 2: Serve as an example by clearly showing the will of the TFP Pillar to fight against corruption and promote integrity within the pillar and its partners.

Strategic axis 1: Prevention (Complete and implement preventive mechanisms against Corruption)

Strategic actions	Expected Results	Indicators	Responsable de la mise en œuvre	Actors involved	2022	2022-2025	2025-2035
Design an awareness campaign to inform those combating corruption about personal and Organisational risks	Public involved The protection and defence of players ensured	Number of actions and their cost published	Each TFP	Government CSOs Actors			
Popularise the national manuals of procedures	Manuals of procedures popularised	Actual number of beneficiaries					
Advertise and funding programs to fight against corruption	Public informed on all the projects and programs funded by TFP	Number of projects and programs for the fight against corruption published					
Express disapproval among those TFP that lack a genuine desire to fight against corruption in some sectors	Increased will for the fight against corruption in sensitive sectors	Frequency of arrests and denunciations		Government Anti-Corruption Institutions, Judicial system, CSO's Actors			

Strategic axis 2: Education (Contribute to build the capacity of members of TFP Pillar and their Anti-Corruption partners)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Support capacity building of Anti-Corruption Units	Rules and ethical conduct known and respected	Number of trainings implemented	Each TFP Each Anti-Corruption Unit	CONAC; NAFI ARMP; Bar Council CSO			
Document the fight against corruption with surveys, studies on the gains and losses incurred at the global, sectoral and thematic levels	Statistics in the fight against corruption known and shared among Actors involved	Amount of data available in the fight against corruption	Government TFP				
Build the capacity of actors with techniques and mechanisms to identify and fight corruption in projects funded by TFP	Techniques and mechanisms for financing projects known by actors	Number of people trained	Each TFP	Government CSO NCHRF			

Disseminate and popularise international best practices in the fight against corruption, with innovative and effective practices.	Source of inspiration for local adaptation of any tools of the fight against corruption or for promoting integrity	Number of shared experiences	Each TFP	Anti-Corruption Institutions; CSOs; Government; Legislative Media; Private sector			
Establish a newsletter exclusively dedicated to the fight against corruption	The existence of the journal	Periodical publication of the journal	TFP	Government NAFI; ARMP Bar Council; CSO			

Strategic axis 3: Conditions (Promote cross actors exchanges and access to information)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Support the establishment of a framework for exchanges and consultations among all anti-corruption actors	Existence of institutional framework for the exchanges	Number of meetings held and availability of recommendations	CMB/GAC	Government CONAC; NAFI; ARMP; Bar Council; CSOs			
Fund the computerisation of services (promotion of online procedures, setting up automatic counters)	Contact with users reduced, substantial shortening of file processing time	Amount of time saved for the processing of files Number of possible corruption cases eliminated	Head of Government with TFP	CONAC; NAFI; ARMP; Bar Council; CSOs			

Strategic axis 4: Incentives (Implement and support measures to encourage the various actors to adopt ethical behaviour).

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Issue certificates of successful completion	Good work valued	Number of certificates issued	TFP	CONAC, NAFI, Bar Council, NCHRF, CSOs			

Reward beneficiaries and the most honest service providers.	Service providers engaged and encouraged to remain upright.	Number of awards given to service providers.		CONAC, NAFI, CONSUPE, NCHRF, CSOs			
Promote integrity labeling in recipient public services.	Significantly label the most honest services for the attention of everyone.	Number of "probity" labels awarded.		CONAC, NAFI, NCHRF, Supreme State Audit Office, Bar Council			

Strategic axis 5: Sanction (Enhance whistleblowing actions and dismantling corruption networks).

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Support a system of motivating whistleblowers.	Whistleblowers motivated and secured.	Number of denunciations made.	Head of government TFP	CONAC; NAFI Bar Council. CNDH, CSOs			
Protect witnesses and whistleblowers and build integrity networks	All acts of corruption reported and integrity networks constituted	Number of denunciations made and networks built	Each TFP	Jurisdictions, Anti-Corruption Institutions, Actors, CSOs			
Develop an intelligence system for 'shady' service providers and Beneficiaries	Dishonest service providers and beneficiaries excluded from TFP activities	Number of service providers and beneficiaries placed on the blacklist	TFP	CONAC; NAFI; NCHRF; CSO; court officers; (Bar Council, Chamber of Bailiffs, Notaries etc.).			

CHAPTER 28

STRATEGY TO DEVELOP THE MEDIA PILLAR

28.1. MANIFESTATIONS AND CAUSES OF CORRUPTION WITHIN THE MEDIA PILLAR

MANIFESTATIONS OF CORRUPTION	CAUSES
<ul style="list-style-type: none"> • Buying the consciences of journalists Complicity in embezzlement between traders and advertisers • Creation of Organisations defending journalists who do not comply with their missions • Creation of networks for selfish interests / cronyism; • Dissemination of false and biased information by some media • Sexual harrasment • Embargo on some useful information • Financial harassment by journalists from the organisers of events • Shenanigans with the administration / tax evasion • sponsorship with interest of Companies • Blackmail practice by journalists • Publication of paid articles or on order in newspapers • False advertising • Settlement of scores • Complacent reports on events 	<ul style="list-style-type: none"> • Lack of professional consciousness • Non-compliance with the rules of ethics and good conduct • Ignorance of the charters and codes • Fear of reprisals • Partisan / tribal / family interests • Influence of lobbies • Greed • Insecurity and poor organisation of the media • Poor advertising policy • Non-neutrality of Directors of newspapers • Poor support policy to public media • Lack of auto-regulation within the media pillar • Weak media legislation • High cost of production • Poor management of newspaper companies
<p>The primary role of the media is to ensure citizens have access to timely and accurate information as well as expose all forms of power abuse and corruption, likely to undermine public interest. The basic rules and procedures are: the independence of journalists, freedom of press, the right to information, freedom of opinion and expression, ethics and professional conduct, objectivity, verification of sources, respect for human right.</p> <p>In a normal system, free and independent media fulfill their role of intermediary institution with professionalism and responsibility. They contribute to enhancing transparency and accountability in broadcasting by delivering accurate and reliable information to the public through diverse communication channels, in full compliance with relevant regulations. They educate citizens by giving them appropriate tools to play their role at the political level by providing credible information on important issues such as elections, local development plans, Civil Society Organisations actions etc. By providing citizens with the tools to engage in political, economic, and social moves, the media helps establish new standards of civil and public accountability, facilitating the denunciation of all forms of injustice and malpractices.</p>	

2015 REFERENCE DATA OF CORRUPTION INTENSITY

Sub-sector: MEDIA	Corruption intensity: 6.12 / 10
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28.2. DIAGNOSIS OF ANTI-CORRUPTION INITIATIVES CARRIED OUT BY THE MEDIA PILLAR

DIFFICULTIES TO FIGHT CORRUPTION	POSITIVE FACTORS IN FIGHTING CORRUPTION
<ul style="list-style-type: none"> • Little independence of the Judicial system to prosecute suspected cases of corruption; • The low power of the legislature to play its oversight role in 	<ul style="list-style-type: none"> • Public interest in actions against corruption and the denunciation of corruption (increased ratings); • A public trust to the denunciations of corruption made by the media; • The existence of codes of ethics in the media and business • The provision of quality training of journalists

<p>institutions and actors presumed guilty of corruption</p> <ul style="list-style-type: none"> • Lack of trust of the executive, legislative and judicial on the denunciation cases of corruption of the media; • Poor organisation of the sector • Influence peddling • Job insecurity • Lack of commitment by media owners 	<ul style="list-style-type: none"> • The existence of an embryonic self-regulation (Cameroon Media Council, Media Trade Unions, unions) • The lack of administrative censorship; • Free enterprise in the media sector in Cameroon; • The existence of a will of the media professionals to fight against corruption and improve their working conditions; • Networking of journalists; • Contact 'Media' pillar with the other pillars • The populations's good level of education; • The existence of a private sector capable of investing in the media; • Facilitating the practice of the profession through the development of technology; • The softening of the legislation creating the press; • Freedom of expression
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28.3. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE MEDIA PILLAR

STAKES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Improving the level of trust with the public • Profitability of media companies • Development of a free and responsible press • Implementation of the control system • The emergence of Cameroon • Radiation of Cameroon • Poverty reduction • Good management of available resources • Strengthening Democracy • Improving governance • Curbing corruption • Getting investor's confidence • Proper training of public opinion 	<ul style="list-style-type: none"> • A legislation in favour of media companies in connection with State coaching (press offenses, public assistance, management of public enterprises) • An effective fiscal policy but adapted to the Media pillar • Awareness of all professionals of their responsibility for promoting integrity • A commitment to quit bad practices that undermine efforts to promote integrity and transparency.

28.4. ACTION PLAN TO DEVELOP THE MEDIA PILLAR

The development of the pillar of integrity established by the Media has two strategic objectives, namely:

Strategic objectives:

Strategic objective 1: Strengthen the independence and the protection of media.

Strategic objective 2: Strengthen the professionalism and sustainability of the media.

The challenge here is to significantly reduce the intensity of corrupt practices and related offenses in the media pillar of integrity by 2035, through simultaneous actions of improving their independence, strengthening the competence of media professionals, improving the protection of journalists as informers, and reducing their social and professional vulnerability.

Strategic axis 1: Prevention (Enhance the independence of the media)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Advocate for the adoption of anti-corruption law	Corruption acts clearly defined and the penalties set	Number of campaigns Law enacted	MEDIA TRADE UNIONS; MINCOM	Media enterprises, Anti-Corruption Institutions; CSOs; Employer's Association			
Advocate and assisting in the revision of the 1990 Law on freedom of the press	Insufficiencies of the law for a free press levelled	Law revised	MEDIA TRADE UNIONS; MINCOM	Media enterprises, Anti-Corruption Institutions; CSOs; Employer's Association			
Publish and disseminating the texts codifying the practice of the profession of journalism in Cameroon	Provisions governing the profession known and mastered by all	Number of texts published	MEDIA TRADE UNIONS; MINCOM	Media enterprises, CSO's; Regulatory bodies; Anti-Corruption Institutions			
Strengthen the instruments of regulation and self-regulation of media	Better discipline in the profession	Number of cases of indiscipline identified	MEDIA TRADE UNIONS; MINCOM	Media enterprises, CSO's; Regulatory bodies; Anti-Corruption Institutions			

Strategic axis 2: Education (Enhance professionalism and integrity of media practitioners)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Enhance the professional skills of media companies	Competent media enterprises and professionals	Improved quality of information processing	Managers of media enterprises	Schools and training institutes; TFP			
Promote specialisation among media professionals	Specialised professionals	Number of specialists	Managers of media enterprises and professionals	MINCOM; MINESUP; TFP Schools and specialisation institutions			
Educate media people to get training and respect the codes of professional ethics	Ethics and good conduct respected in the profession	Level of information processing; Quality of the articles	MEDIA TRADE UNIONS MINCOM	Media; Professional Associations			

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Integrating education with integrity in training programs for journalists	Honest behaviours of journalists	Number of hours of education for integrity	Heads of training schools	CONAC; MINCOM; Schools and specialisation institutions			

Strategic axis 3: Conditions (Lessen the social and professional vulnerability of media companies and professionals)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Advocate and contribute to judicial reform of press offences in Cameroon	Deprivation sentence cancelled	Fewer deprivation for press offences	Media Trade Unions MINCOM	The Judicial system Anti-Corruption Institutions; Media companies; Trade associations			
Effective application of the collective agreement	Best working conditions found in the profession	Reduced number of complaints on the implementation of employment contracts	Heads of media companies	MINTP; Journalists' unions; Media Trade Unions			
Lobby and contribute to the reform of the tax law on media companies	Lower production costs	Text published and applied	Media Trade Unions MINCOM	MINFI; MINCOMMERCE Employers' associations; Media companies; Professional associations			
Contribute to the development of a coherent legislative system for support to public press	Effective support for the press from the public authorities in place	Text published and applied	Media Trade Unions MINCOM	MINFI; Members of Parliament; Professional associations			
Help to improve transparency in the allocation of institutional advertising	Fair management of advertising	Defined quotas	Media Trade Unions MINCOM	Professional associations Advertising agencies			
Define and meet the criteria for allocating press cards	Valued professional competence	The criteria defined	Media Trade Unions MINCOM	MINCOM; Regulatory and self-regulatory bodies Professional associations			

Strategic axis 4: Incentives (Develop an incentive mechanism for the integrity of companies and media professionals)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Reward excellence in the practice of journalism	Honest Media	Number of bonuses awarded	Media Trade Unions; heads of media companies	MINCOM; Private sector; CSOs			
Organise awards ceremonies for the best media companies	Media valued and honest	Ceremonies performed	Media Trade Unions; heads of media companies	MINCOM; Private sector; CSOs			
Participate in the allocation of public aid to organisations that comply with media company status	Objectivity observed in the allocation of public aid	Number of grants awarded	Media Trade Unions MINCOM	MINCOM; Professional associations; Regulatory and self-regulatory bodies			

Strategic axis 5: Sanction (Develop and implement a mechanism for assessing and punishing corruption cases within the Media pillar).

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors Involved	2022	2022-2025	2025-2035
Systematic publication in the media of decisions taken by the self-regulatory body	Cases of corruption in the media made public	Number of decisions published	Self-regulation body	Media Trade Unions; Professional associations Media companies			
Refuse public aid to companies that do not comply with press status and to companies sanctioned by the regulatory body	Penalties imposed on companies that fail to comply with the Staff Regulations	Number of media companies sanctioned	Media Trade Unions	MINCOM; Regulatory and self-regulatory bodies; Professional associations Media companies			
Withdraw press card from journalists guilty of serious professional breaches notably corruption	Effective clean-up of the profession	Number of cards withdrawn	Media Trade Unions	MINCOM; Professional associations Media companies Control and self-regulation devices			
Contribute to the mechanism for suspending the licences or programmes of audio-visual companies guilty of serious breaches of professional rules	Effective restructuring of the profession	Number of suspensions	Media Trade Unions	MINCOM; Professional associations Media companies Control and self-regulation devices			

28.5. ACTORS TO IMPLEMENT THE STRATEGY

Categories of actors		
Leaders	Middlemen	Beneficiaries
MINCOM; CRTV and other Media outlets; Supervisory and regulatory bodies Political parties; Private media (radio, television, written press, online press); Courts; Anti-Corruption Institutions; TFPs	SOPECAM, MTN, Orange, CAMTEL, Media Trade Unions, CNPS; Development committees; Parliamentarians; Churches; GECAM; Administrative authorities; CRTV and other media outlets; Private media	Media Trade Unions; Media; Devolved administrations

CHAPTER 29

STRATEGY TO DEVELOP THE CIVIL SOCIETY PILLAR

29.1. MANIFESTATIONS AND CAUSES OF CORRUPTION IN THE CIVIL SOCIETY ORGANISATIONS PILLAR

MANIFESTATIONS OF CORRUPTION	CAUSES
<ul style="list-style-type: none"> • Falsification of accounting documents with the aim of misappropriating sums of money for selfish reasons or the buying of unauthorised goods and services; • Cash expenditure without justification • Participating in workshops without qualifications, nor invitations by opportunism • Misappropriation of project subsidy funds for personal reasons or for an unanticipated use in financing conventions; • Collusion with partners to fictitiously inflate budget estimates whose surpluses are either partially transferred to the accomplice, or used for reasons unprovided for in the project • Refusal to account for the management of the organisation • Legal declaration of family associations or such towards procuring resources • NGO Declaration and administration or associations without any standard physical address (briefcase NGOs) • Sexual harassment of managers by members and/or service Beneficiaries of the associations or NGO. 	<ul style="list-style-type: none"> • Insecurity of Civil Society Organisations characterised by the scarcity of resources and a fierce competition of CSOs; • Absence of financing mechanisms adapted to the Civil Society Organisations; • Atmosphere of mistrust between the Civil Society Organisations and public authorities which do not find much interest in the capacity building of organisations which in their questioning role may contradict some actions of public authorities; • Low level of money incomes of members and employees of the Civil Society Organisations • Poorly motivated working conditions which do not permit the Civil Society Organisations to preserve their best resources • Low mobilisation capacity of CSO resources • Instability of human resources which do not favour the development of an organisational culture. The members of staff in place constantly yearning for better working conditions, thereby being characterised by a deficit of technical capacities in the Civil Society Organisations • Favouritism, tribalism and discrimination • Dishonesty/Exploitation of human resources • Search for available fundings from partners under the canopy of a Civil Society Organisations without a precise objective or real control on concrete activities • Reconversion of disillusioned politicians with the aim of remaking a new clean image.

The Civil Society Organisations is one of the major pillars of integrity of the national integrity system. It is the guarantor of freedom of expression, association and democracy. It plays the role of watch dog by virtue of its monitory and alertness function. It shapes the collective conscience of the society founded on the federative principle of general interest through its functions of civic and educational animation of citizens.

Basic rules and procedures regulating Civil Society Organisations activities are: freedom of association and expression, defending the interest of citizens, power to examine public authorities and elected representatives, power to prosecute the Executive, the Judiciary, the Parliament, on questions of general interest, civic animation, mobilisation and creation of local coalitions for the fight against injustice and corruption.

We expect the Civil Society Organisations to demand transparency in the management of public affairs and respect of the obligation of accountability to the population. Its involvement is a guarantee of success for the commitment of projects which need the sustainable involvement of all actors. In terms of prevention, its actions perpetuate knowledge in education and spreads to the entire national territory. It contributes to develop public support which is the cornerstone of all global projects like the fight against corruption. As such, the Civil Society Organisations is one of the pillars of integrity likely to play a predominant role in the implementation of Strategic axis defined in the “PRECIS” model.

When the system functions normally, associations of citizens grouped in coalitions in the Civil Society Organisations play a recognised interface role between the population and the public authorities and negotiate as well as possible, the interest of subjects together with other institutions. As such, it has the necessary means and capabilities to mobilise and sensitise the population.

Civil Society Organisations progressively and constantly enable the population to rise up and fight against all forms of abuses and corruption, thereby, exercising their multiple powers:

- ✓ Power to raise awareness
- ✓ Power to educate citizens
- ✓ Power to propose reforms
- ✓ Power to examine public authorities

2015 REFERENCE DATA OF THE INTENSITY OF CORRUPTION IN THE CIVIL SOCIETY ORGANISATIONS SECTOR

Sub-sector: Civil Society Organisations	Intensity of corruption: 5.81/10
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29.2. DIAGNOSIS OF ANTI-CORRUPTION ACTIONS CARRIED OUT BY THE CIVIL SOCIETY ORGANISATIONS PILLAR

HURDLES IN FIGHTING CORRUPTION	FAVOURABLE FACTORS IN FIGHTING CORRUPTION
<ul style="list-style-type: none"> • Weakness of collective dynamics and synergy of actions of Civil Society Organisations; • Division and strong competition of Civil Society Organisations; • Absence of strategic vision that limits the action of several Civil Society Organisations at the level of simple performer without any possibility of intervening in political dialogue; • Strong will to maintain the advantages and privileges acquired; • Lack of a control and evaluation system by peers; • Existence and infiltration of puppet CSOs whose actions are financed by agendas having no connection with public interests which they claim to serve; • Low management capacity due to the existence or non-respect of established management procedures; • Difficulties offering encouraging working conditions to 	<ul style="list-style-type: none"> • Autonomy and independence of policy statements; • Capacity to sensitise, educate and raise awareness of the population on the ills of corruption; • Emergence of networks and associations for the fight against corruption; • Public authorities open to constructive dialogue; • Network Civil Society Organisations under stimulating themes like the fight against corruption; • Adopt and setting up joint

HURDLES IN FIGHTING CORRUPTION	FAVOURABLE FACTORS IN FIGHTING CORRUPTION
<p>qualified and experienced resources;</p> <ul style="list-style-type: none"> • Absence of a code of conduct in the pillar; • Absence of a mechanism to protect activists of the Civil Society Organisations; • Insufficiency of human, material and financial resources • Lack of knowledge and know-how in the fight against corruption by the Civil Society Organisations; • Strong dependence vis-à-vis foreign financing; • Difficulty to access information; • Absence of good governance and democracy; • Mistrust of public authorities and politicians with respect to the Civil Society Organisations which is often seen as an opponent and not as a partner. 	<p>positions on priority themes;</p> <ul style="list-style-type: none"> • Recognise the Civil Society Organisations as a development actor; • Recognise the positive role of the Civil Society Organisations in the fight against corruption; • A legal framework of the fight against corruption; • More and more qualified resources join the think tanks of the Civil Society Organisations.

29.3. ANALYSIS OF CHALLENGES IN THE DEVELOPMENT OF THE CIVIL SOCIETY ORGANISATIONS PILLAR

CHALLENGES OF THE FIGHT AGAINST CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • People's loss of confidence as traditional partners • Loss of status as a pillar of integrity in the national system • Implementation of the fight against corruption undermined • Endemic corruption • Social injustice • Violation of human rights • Social instability 	<ul style="list-style-type: none"> • Draw up and adopt a code of conduct for CSOs; • Set up a peer review system • Adhere to the charter of the national coalition against corruption • Respect for and application of the labour code in terms of recruitment, conditions and decent wages • Develop and implement an integrity education programme throughout the school, university and professional system
<p>A feeling of doubt about integrity of the Civil Society would result in a consequent loss of public confidence in this pillar of integrity. The unforeseeable consequences of such an eventuality could be the emergence of endemic corruption, social injustice, the violation of human rights and social instability.</p>	

29.4. STRATEGIC ACTION PLAN FOR THE DEVELOPMENT OF THE CIVIL SOCIETY ORGANISATIONS PILLAR

By 2035, the Civil Society Organisations effectively plays its interface role between the population and public authorities and negotiate as well as possible, the interests of citizens together with other institutions.

Strategic objectives:

Strategic objective 1: Significantly reduce the intensity of corruption and related practices within the Civil Society.

Strategic objective 2: Consolidate the structuring of CSOs and their networks to optimise their potential to fight corruption.

Strategic axis 1: Prevention (Contribute to the progressive elimination of major corruption opportunities and related acts within the Civil Society)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Elaborate and Implement a Code of ethics and professional conduct of Civil Society Organisations	Families of actors of Civil Society Organisations have a code of ethics and professional conduct elaborated and adopted by peers.	Codes of ethics and professional conduct available and implemented	CNLCC CONAC; CSOs	CHOC; CONAC; MINDDEVEL; CSOs INC; TI; GIZ			
Participate in elaborate and implementing the Charter and Code of Ethics of members of the National Coalition for the fight against Corruption in Cameroon.	The Charter and Code of Ethics of members of the National Coalition for the fight against Corruption elaborated and adopted by member organisations of the Coalition.	Number of members of the National Coalition for the fight against Corruption	CONAC; CNLCC	OSCC			
Develop a system of organisational audit and publication of accounts of NGOs and Associations in a transparent manner	Transparent management of resources observed in the Civil Society Organisations	Improving the quality of operational and financial reports of CSOs Reducing the number of management faults noticed in audit reports	CONAC; CNLCC? CSOs	CSOs			
Develop forums for sharing resources to be placed at the disposal of CSOs	Civil Society Organisations centres set up	Intensifying intervention capabilities of CSOs	CONAC; TFP	CSOs			
Advocate for the implementation of the law on the Declaration of Assets	Mastery and supervision of the enrichment of senior civil servants	Regulations of law No.0003/2006 of 25 th January 2005 on the declaration of assets have been signed and published.	TI CONAC; CSOs	OSC; CONAC; Media; Employer groups; TFPs			

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Solicit the adoption of specific law on the fight against corruption in Cameroon	The law is voted by the Parliament and promulgated by the Head of State. Legal framework for the fight against corruption well defined Corruption offences and sanctions are described in the law	Specific law on corruption available	CSOs, CNLCC; TI; CONAC;	Media; Employers' associations; CONAC; TFPs			
Advocate for democracy and implementation of the principle of separation of powers of the executive, legislative and judicial pillars	Each integrity pillar exercises its full powers and assumes its full responsibility for the fight against corruption in Cameroon.	Balance among the 3 powers	CSOs, CNLCC; CONAC;	Media; Employers' associations; The Parliament; The Prime Minister			
Strengthen networking of CSOs in the fight against corruption	Opportunities for corrupt practices reduced	Number of networks established	INC; TI; DC	CONAC/CHOC PASOC/TFP			

Strategic axis 2: Education (Strengthen the structure of CSOs and networks of CSOs to optimise their capacity to fight corruption)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Intensify capacities of research, analysis of corrupt practices and advocating for propositions of solutions in the various sectors and pillars of integrity	Families of Civil Society Organisations actors are equipped with analytical techniques of corrupt practices in various sectors and pillars of the fight against corruption.	List of CSO capacity-building needs CSO capacity-building plan Number of capacity-building sessions organised Number of organisations apt to carry out investigations on corrupt practices Quality of completed investigations	CNLCC; CONAC CSOs	TFP CHOC PASOC			
Monitor and accompany actions of research and analysis of corrupt practices in integrity sectors and pillars	Fact-finding reports of the fight against corruption in sectors and pillars are published	Annual sectoral and pillar anti-corruption reports	Dynamic Citizen ; TI, INC; CONGAG; ACIC; CSP; CEPCA	TFP CSOs			

Integrate the dimension of the fight against corruption in sectoral activities of CSOs	Network of actors of the Civil Society Organisations organised on anti-corruption initiatives in various sectors	10 regional representations 58 divisional representations 338 council representations	CONAC; CNLCC	CONAC CSOs			
Identify and disseminate best practices and anti-corruption tools by CSOs	Tools and best practices of the fight against corruption are disseminated	Number of best practices and tools	INC TI	CONAC CNLCC; TFPs			
Raise awareness, sensitise and educate the general public on the importance of integrity in the development of the nation.	Public opinion, including Civil Society players sensitised on the central role of integrity in the development of the nation.	Posters Banners occupy public space in towns and country sides	CSOs ; CONAC; CNLCC	National Coalition for the fight against Corruption; PASOC; CONAC TFP			

Strategic axis 3: Conditions (Ensure the implementation of decent social and work conditions for actors of the Civil Society)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Respect the labour legislation in force within the framework of activities of the Civil Society Organisations family actors activities	Decent working and social conditions	Professional employment contracts	Leaders of Civil Society Organisations; CNLCC	Ministry of Labour; TFP; CONAC; Judicial Authorities; International organisations; CNLCC			
Develop a mechanism for protecting analysts, publishers and whistleblowers of sectors and pillars.	Corruption cases published and reported without risk of reprisals	Functional toll-free numbers	TI	CONAC; Judicial Authorities; International Organisations; CNLCC.			
Advocate for public subsidies to Cameroonian Civil Society Organisations	Financial dependence of Civil Society Organisations on foreign partners reduced		CONAC; CSOs	MINFI; TFP; CNLCC			

Strategic axis 4: Incentives (Set up an incentive scheme to reward integrity)

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Participate in the mechanism to define and award the collective integrity prize or "White List" for Civil Society stakeholders in the sectors and pillars for the fight against corruption	Honest actors rewarded	Prizes awarded	CSOs; CONAC; CEPCA;	CONAC; CSOs; Ministries; Employers' association; CNLCC			
Contribute to the process of compensating victims of corrupt practices.	Victims of corruption are legally consoled	Recovery of properties acquired through corruption	CSOs CONAC;	CONAC; CSOs; CNLCC Ministries; Employer groups;			
Develop a probity label for the Civil Society	A quality label is certified	Number of CSOs labelled	CONAC; CSOs	CONAC; CSOs, Ministries; CNLCC; Employers' association;			

Strategic axis 5: Sanction (Design and implement a mechanism to identify and sanction corruption cases).

Strategic Action	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Publish a "black list" and a "grey list" of Civil Society Organisations actors guilty of corrupt practices in the sectors and pillars of integrity in Cameroon.	Perpetrators of corrupt practices are labelled and stigmatised	Lists of Civil Society Organisations actors	CSOs; CONAC;	CONAC ; CSOs ; Sectoral ministries ; CNLCC			
Advocate for greater powers for the judicial system in the fight against corruption	Balance between the Executive and the Judiciary assured	Number of cases before the courts	CSOs, CONAC,	The National Gendarmerie; The National police; TFP; CNLCC			
Advocate for the implementation of the provisions of international conventions on corruption, money laundering and tax evasion ratified by Cameroon.	Cameroon's legal arsenal is in line with the international environment	Level of collaboration with the International Integrity System	CONAC; CSOs	The National Gendarmerie; The National police; Interpol; TFP; CNLCC			
Publish all acts of corruption and similar offences on the media	Information on acts of corruption and those responsible available and disseminated	Frequency of publication	CONAC CSOs	CONAC; CNLCC; National and international information bodies			

29.5. ACTORS TO IMPLEMENT THE STRATEGY

Sub-sectors	Categories of actors		
	Leaders	Relay	Recepients
At local level	CSOs, CNLCC, Parents Teacher Associations	Traditional authorities; The Private sector; Local authorities	International organisations, Political parties, Trade Unions, Religious organisations, The Executive
At regional level	Religious authorities, Media representatives, International organisations, Decentralised services of security and justice, CSOs, INC, CNLCC, Community radio stations, Private sector	Traditional authorities Members of Parliament; Political parties; CSP	Council authorities Government Delegates to the Urban Councils
At national level	CSOs; CNLCC; CONAC, Political parties, International players	Parliament, the Judiciary, Supervisory bodies, Legal authorities, Private sector	

CHAPTER 30

STRATEGY TO DEVELOP THE TRADITIONAL AUTHORITIES PILLAR

30.1. PRACTICES AND CAUSES OF CORRUPTION IN THE TRADITIONAL AUTHORITIES PILLAR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Bias, subornation and intimidation of witnesses in conflict management • Forgery and use • Complicity in plundering wildlife, forests and mining resources. • Acceptance of bribes • Abuse of authority and power • Collusion with the political authorities • Commercializing titles of honour • Accession to the throne through illicit means • Various intimidations with the complicity of the FLO • Early and forced marriages of young girls • Land swindling • Illegal sale of sacred chieftaincy objects • Influence of the chief's decisions by the elite through the regular granting of gifts • Pressure on elites to obtain capital goods 	<ul style="list-style-type: none"> • Regulations governing traditional chieftaincy not updated • Greed of traditional authorities • Precarious living conditions of some traditional authorities • Political opportunism • Insufficient education and initiation into tradition • Absence of traditional written laws • Search for titles in the community • Weak and vague understanding of the concept of corruption • Inability of Traditional authorities to take up their family responsibilities • Involvement of traditional authorities in political activities
<p>In Cameroon, the traditional chieftaindom is an arm of administrative organisation. Decree no. 77/245 of 15 July, 1977, classifies traditional chieftaincies according to their territorial or historical importance into three categories: First, Second and Third classes. The constitutional reform of 18 January, 1996, guarantees the representation of traditional chieftaincies on Regional councils and in the Senate. This demonstrates the importance of the social role of traditional chieftaincies.</p> <p>Since colonisation, the administration has always relied on the chieftaindoms to establish its authority. Traditional authorities play a major role in the functioning of society. They act as a link between the administration and the people, and help to preserve social peace by arbitrating disputes on the basis of custom.</p> <p>The political commitments of the current traditional authorities have considerably reduced their moral authority and social influence. This situation is exacerbated by the subjectivity with which conflicts are arbitrated and their complicity in plundering natural resources (fauna, forests and mines).</p>	

30.2. DIAGNOSIS OF THE CHALLENGES IN FIGHTING CORRUPTION IN THE TRADITIONAL AUTHORITIES PILLAR

CHALLENGES IN FIGHTING CORRUPTION	ENABLING FACTORS
<ul style="list-style-type: none"> • Diverse customs that vary from one region to another • Widespread ignorance of traditions leading to abuse of traditional power 	<ul style="list-style-type: none"> • Ongoing collaboration between traditional chieftaindoms and the administration

<ul style="list-style-type: none"> • The weight of tradition • Insufficient consultation between the chief and his subjects • Partisan involvement of certain traditional rulers in politics • Devaluation of the status of traditional rulers • Questioning the legitimacy of traditional authorities imposed by management • Low remuneration for Traditional Authorities • Strong influence of elites over traditional authorities • Arbitrary and indulgent division of territorial chiefdoms 	<ul style="list-style-type: none"> • Adapting traditional leaders to social change • Existence of forums for dialogue between traditional rulers • Preserving the moral authority of chiefs in societies with a strong traditional imprint
<p>The interference of public officials in the process of appointing traditional authorities often leads to them losing their legitimacy.</p> <p>This situation of illegitimacy weakens initiatives to strengthen the pillar.</p>	

30.3. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE TRADITIONAL AUTHORITIES PILLAR

HURDLES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Legitimisation of traditional authority • An avenue for social stability • Recognised and respected conflict management mechanism • Preserving traditional values and ancestral heritage 	<ul style="list-style-type: none"> • Neutrality of the administration in the appointment of traditional authorities • People value and respect traditional chieftaincy
<p>The effective intervention of traditional rulers in the management of numerous social conflicts across Cameroon reinforces their role in a globalising world.</p> <p>It is therefore, vital for this institution to regain its place in society through the adoption of attitudes of integrity by its stakeholders.</p>	

INTENSITY OF CORRUPTION IN THE TRADITIONAL AUTHORITIES PILLAR

Pillar: Traditional Authorities	Corruption intensity: 6.68 points out of 10
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30.4. STRATEGIC DEVELOPMENT ACTION PLAN FOR THE TRADITIONAL AUTHORITIES PILLAR

By 2035, people's confidence in Traditional Authorities increases and they become role models of honesty and probity for their fellow citizens and their peers.

Strategic objectives:

Strategic objective 1:

Curb corrupt behaviour that discredits Traditional Authority.

Strategic objective 2:

Support Traditional Authorities in their desire for independence from political power and the forces of money.

Strategic axis 1: Prevention (Reduce compromising situations for Traditional Authorities)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Lobby for the adoption of legislation to guarantee political neutrality of traditional authorities	Law banning Traditional Authorities from belonging to political parties adopted by the Parliament	Text of the law	Civil Society Organisations	President of the Republic Parliament			
Adapt the texts governing traditional authority	Traditional rulers appointed in line with changes in the environment	Number of disputes	MINAT	Populations; National Council of Traditional Rulers			
Introduce chiefs to traditional virtues	Chiefs better imbued with traditional values	Number of disputes	Notables Traditional rulers Populations	CONAC; MINAT; Elites			

Strategic axis 2: Education (Encourage traditional rulers to fully assume their role as moral authorities)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2016	2017-2018	2019-2035
Raise awareness on the need to respect traditional authorities.	People educated on the role and importance of traditional authorities. Traditional authorities highly regarded by the local population.	Number of awareness campaigns. Number of people attending training sessions.	Civil Society Organisations Traditional authorities	Administrative authorities Religious authorities			
Build the capacity of traditional authorities in conflict management.	Traditional Authorities manage conflicts impartially within their territorial boundaries.	Number of disputes settled. Number of disputes appealed.	Traditional authorities	Kingmakers Religious authorities Opinion leaders			
Sensitise traditional authorities on the need to combat inequalities within their communities	Traditional Authorities ensure that the specific needs of members of their community taken into account	Number of awareness-raising sessions	Traditional authorities	Kingmakers Opinion leaders			
Draft a code of conduct for Traditional Authorities	Code of Conduct available and put into practice	Existence of a code of conduct	National Council of Traditional Rulers	MINAT Civil Society Organisations			
Raise awareness among traditional authorities on the texts in force relating to human rights	Traditional authorities informed of the legal provisions relating to human rights	Number of early traditional marriages Number of girls who have undergone genital mutilation	National Council of Traditional Rulers	MINAT Civil Society Organisations Media			

Strategic axis 3: Conditions (Reduce the vulnerability of Traditional Authorities)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2016	2017-2018	2019-2035
Provide Traditional Authorities with necessary resources to function properly	Traditional Authorities have the means to function effectively	Existence of resources	Administrative authorities Community	Traditional chiefs			
Encourage Traditional Authorities to get involved in community development activities	Development projects implemented with the support of the Traditional Authorities	Number of projects Volume of revenue generated by the chiefdom	Traditional authorities Community	Administrative authorities; TFPs; Forum of traditional chiefs Populations			
Encourage Traditional Authorities to develop strategies for mobilising financial resources allocated to community projects	Traditional authorities strengthen their financial autonomy by mobilising external financial resources	Volume of resources mobilised; Level of self-financing by the chiefdom	Traditional authorities Community	TFPs			

Strategic axis 4: Incentives (Acknowledge Traditional Authorities who have distinguished themselves by their probity)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Define a profile of model Traditional Authorities	Traditional Authority profile defined A model defined and adopted	Existence of a profile	Forum for traditional chiefs	Administrative authorities			
Establish a peer review mechanism for the recognition of model Traditional Authorities	Model Traditional Authorities assessed and appointed by their peers	Number of Traditional Authorities assessed Number of Traditional Authorities designated	Forum for traditional chiefs	Civil Society Organisations Administrative authorities Community			
Label the most reputable traditional chiefdoms	Chieftaincies with integrity recognised and validated	Number of chiefdoms certified	Labelling structures Traditional chiefdoms	CSOs; CONAC Media			

Strategic axis 5: Sanctions (Punish acts of corruption perpetrated by traditional authorities)

Strategic Actions	Expected Results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Disqualify Traditional Authorities convicted of acts of corruption.	Traditional Authorities convicted of corrupt practices are disqualified.	Number of Traditional Authorities disqualified.	Administrative authorities	Kingmakers Community			
Publish sanctions meted out on Traditional Authorities guilty of corrupt practices.	Sanctions imposed on Traditional Authorities are published. Traditional authorities dissuaded from committing acts contrary to probity.	Number of sanctions List of penalties	Forum for traditional rulers	Media			
Combat reprisals by chiefs against people who report abuses.	Whistleblowers protected from reprisals.	Protection mechanism in place Number and types of reprisals	MINJUSTICE; CONAC Forum for traditional rulers	CSOs Population Media			

30.5. ACTORS TO IMPLEMENT THE STRATEGY FOR THE TRADITIONAL AUTHORITIES PILLAR

Grade	Categories of actors		
	Leaders	Middlemen	Beneficiaries
At local level	MINAT; CONAC; Judicial authorities; National Forum of Traditional Leaders; Civil Society Organisations; MEDIA; Political parties; Population	Religious authorities Parliament	
At regional level	Religious authorities	1 st class Chief; 2 nd class Chief; Queen Mother; Notables; Judicial authorities; Population	3 rd class Chief Quarter heads
At national level	MINAT; CONAC; Judicial authorities; National Forum of Traditional Leaders; Civil Society Organisations; MEDIA; Political parties; Population	Religious authorities Parliament	

CHAPTER 31

STRATEGY TO DEVELOP THE RELIGIOUS AUTHORITIES PILLAR

31.1. ROLE, MISSIONS AND RESPONSIBILITIES OF RELIGIOUS AUTHORITIES

1. To educate, promote and disseminate the following religious values:

- ✓ Wisdom, the fear of God
- ✓ Justice, impartiality and fairness
- ✓ Citizenship and a job well done
- ✓ Integrity and honesty
- ✓ Love of neighbour, family life

2. Intervene and denounce acts of corruption and any deviation from moral values, including acts of reprisal against whistleblowers and witnesses.

In Cameroon, religious practice is free, but subject to prior authorisation under Article 5(2) of Law no. 90/053 of 19 December 1990 on associations.

The religious authority is vested with certain powers and missions stemming from a charisma, either natural or acquired in the course of training, which predisposes it to carry out its function. In so doing, they become listened-to leaders, one of whose mission is to mold and guide consciences with a view to changing behaviour.

The role, missions and responsibilities of the religious authority set out above make it a figure outside the common order that should therefore be a reference, a model, who enlightens and shows the people the path to follow. The concept of the National Integrity System developed by Transparency International considers moral authorities as one of the pillars of this system which can guarantee good governance. By moral authorities we mean the religious and traditional authorities who should work in synergy with all the pillars of the National Integrity System. In addition, the values disseminated by these authorities must be consistent with the NACS's Vision.

A country that wants to preserve its integrity must have pillars of integrity that collaborate and control each other. These pillars must be professional, competent and, above all, enjoy the trust of the people.

31.2. PRACTICES AND CAUSES OF CORRUPTION WITHIN THE RELIGIOUS AUTHORITIES PILLAR

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Enrichment of religious leaders and committed faithfuls • Commercialisation of religious services and sacraments • Buying and selling positions of responsibility in religious organisations • Acceptance of offerings of dubious origin • Misuse of offerings • Proliferation of religious denominations and chapels • Ordination and consecration of religious ministers without charisma or vocation • Secularisation of religious authorities 	<ul style="list-style-type: none"> • Regression of faith in religion • The subjugation of religion to political power and the world of money • Impunity • Corporatism • Attachment to material goods • Lack of vocation • Lack of technical training for some religious ministers

MANIFESTATIONS	CAUSES
<ul style="list-style-type: none"> • Immorality of religious authorities • Strong penetration of esoteric circles in religious circles • Charlatanism • The mercantile practice of exorcism • More fundraisings • Preferential treatment for the most affluent 	<ul style="list-style-type: none"> • The precariousness of priestly life • Evanescence of morality within religions • Tribalism • Favouritism • Greed and selfishness • Desire to be seen
<p>It is clear from the above that the intrusion of political power and the power of money into the functioning of religious institutions has a negative influence on the integrity and credibility of religious authorities.</p> <p>As a result, religion is gradually losing its role as a beacon of light and a guiding light for people's consciences.</p>	

31.3. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION BY THE RELIGIOUS AUTHORITIES PILLAR

STAKES IN FIGHTING CORRUPTION	ENABLING FACTORS
<ul style="list-style-type: none"> • Evanescence of ethics within religious associations • Proliferation of worship houses and denominations leading to the trivialisation of religion • Involvement of religious authorities in illegal activities • Lack of logistical and financial resources • Corporatism • Compromise between politicians, the forces of money and religious authorities • Limited contradictory debate between religious authorities • Victims reluctant to denounce religious authorities • Lack of management control mechanisms for religious associations 	<ul style="list-style-type: none"> • Effective recognition of religious authority as a moral authority • Freedom of consecrated preaching • Extensive territorial coverage • Inter-religious dialogue • A wealth of human resources • Existence of consultation structures such as prayer groups, associations of religious authorities such as the National Episcopal Conference of Cameroon (CENC), the Council of Protestant Churches of Cameroon (CEPCA), the Higher Islamic Council, etc. • Subsidies to religious associations for social activities • Favourable socio-political environment • Existence of lay groups to support the religious authorities
<p>The proliferation of religious associations makes it difficult to get the same message across. In addition, the evanescence of ethics leads to the trivialisation of religion. This state of affairs is a major obstacle to the fight against corruption within the pillar. In addition, the relationship of domination maintained by religious authorities vis-à-vis the faithful makes it difficult, if not impossible, for the latter to denounce acts of corruption by the former. Similarly, the complacency of accounting and financial controls on religious associations encourages them to operate in an opaque manner.</p> <p>It should nevertheless be noted that the religious authority remains a moral authority that enjoys a presumption of integrity. The existence of inter- and intra-religious consultation forums and the wide territorial coverage of religions are assets that the fight against corruption should exploit to strengthen this pillar.</p>	

31.4. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE RELIGIOUS AUTHORITIES PILLAR

STAKES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Ensure integrity of the pillar • Ensure the stability of the other pillars • Restoring people's confidence in religious authorities • Support from actors in the other pillars • Moral and spiritual maturity of the population • Restore social justice • Consolidating the role of social reference point • Better visibility and traceability of financial flows within religious associations 	<ul style="list-style-type: none"> • Detecting and taking into account vocations in the selection of candidates for religious authority positions • Appropriate recruitment of candidates for the office of religious minister • Improving training for religious ministers • Independence of religious ministers
<p>In a National Integrity System, the Religious Authorities pillar should work in synergy with the other pillars for mutual reinforcement. Religious authorities have a duty to keep a watchful eye on society in general and the public authorities in particular. The behaviour of religious authorities must be consistent with the message they convey. The credibility of religious authorities is based on their ability to recognise acts of corruption within their ranks and to combat them.</p>	

EVALUATION OF CORRUPTION PERCEPTION IN THE PILLAR

Pillar: Religious authorities	Corruption intensity: 4.63 points out of 10
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31.5. STRATEGIC ACTION DEVELOPMENT PLAN OF THE RELIGIOUS AUTHORITIES PILLAR

To reduce the corruption perception intensity within the Religious Authorities Pillar by 2035.

Strategic objectives

Strategic objective 1: Restore the values of integrity, honesty and justice within religious institutions and associations.

Strategic objective 2: Restore the reputation of religious leaders as moral authorities of reference.

Strategic axis 1: Prevention (Eliminate opportunities for corruption in the Religious Authorities pillar)

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2022	2022-2025	2025-2035
Increase community involvement in the selection of candidates to be ordained as religious ministers	Communities play an active role in selecting applicants	Number of applicants selected	Faithfuls	CENC. CEPCA. Islamic Supreme Council			
Clean up conscript recruitment systems	Healthy recruitment systems Ministers of the gospel have a priestly vocation	Recruitment system in place Conduct of ministers of the gospel	Religious institutions Priestly training institutions	MINAT; CONAC; Civil Society Organisations; Media			
Encourage transparency in financial and accounting management	Published financial statements consistent, fair and accurate	Number of accounts published	Religious institutions Internal auditors	CONAC; Media; Civil Society Organisations Audit Bench			

Strategic axis 2: Education (Promote behaviour of probity and integrity among Religious Authorities)

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2022	2022-2025	2025-2035
Combine the initial training of religious ministers with additional professional training.	Religious ministers have a wide range of qualifications and skills.	List of proposed qualifications. A large number of religious ministers with a wide range of qualifications.	CENC; CEPCA Islamic Supreme Council	TFPs; Civil Society Organisations Training centres			
Design preaching programmes on probity education.	Sermons on probity preached.	Number of sermons	Religious institutions	CONAC; TFP; Civil Society Organisations; Training centres			
Organise awareness-raising campaigns on the role and responsibilities of the Religious Authority as a pillar in the NIS	Awareness campaigns organised	Number of awareness-raising sessions Number of participants	CENC; CEPCA Islamic Supreme Council	Religious communities MEDIA; Civil Society Organisations			
Build the capacity of religious authorities in anti-corruption techniques	Religious authorities trained and proficient in anti-corruption techniques Corrupt behaviour decreases considerably within the pillar	Number of training sessions Number of religious ministers trained Number religious ministers using anti-corruption techniques	CENC; CEPCA; Islamic Supreme Council	CONAC; TFPs; Civil Society Organisations			

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2022	2022-2025	2025-2035
Make religious authorities aware of their social role	Religious authorities aware of their social role	Greater visibility for actions	CENC; CEPCA; Islamic Supreme Council	CONAC; Religious communities; TFPs; Training centres; CSOs			

Strategic axis 3: Conditions (Reduce the vulnerability of Religious Authorities)

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2016	2017-2018	2019-2035
Implement strategies to mobilise resources	Improved mobilisation of resources	Amount of resources mobilised	Leaders of religious communities	Civil Society Organisations Populations			
Strengthen the capacity of religious authorities to carry out income-generating activities	Religious authorities carry out profitable income-generating activities	Surplus earned from income-generating activities Level of self-financing by religious communities	Leaders of religious communities	Religious communities; TFPs Civil Society Organisations; Private sector; Local elites			
Provide financial support for the anti-corruption activities of religious authorities	Grants paid at fixed intervals	Amount of grants and list of known beneficiaries	CONAC; TFP; MINFI MINAT	CENC; CEPCA; Supreme Islamic Council; Religious communities			

Strategic axis 4: Incentives (Promote best anti-corruption practices within the Religious Authorities pillar)

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2022	2022-2025	2025-2035
Award prizes to microprojects that manage transparently	Better living conditions for religious leaders	Number of microprojects financed	CONAC; MINAT; MINFI TFP	CENC; CEPCA; Islamic Supreme Council			
Label religious institutions and organisations	Reputable organisations and institutions recognised and valued	Number of applicant organisations and institutions Number of organisations and institutions awarded the label	Religious institutions Religious organisations Labelling structures	CONAC. Civil Society Organisations Media			
Promote the exchange of best practices in the fight against corruption	Best anti-corruption practices disseminated	Number of exchange sessions	Religious institutions Religious organisations	CONAC; Civil Society Organisations Media			

Strategic axis 5: Sanctions (Take disciplinary and legal actions against Religious Authorities found guilty of corruption)

Strategic actions	Expected results	Indicators	Implementing Authorities	Actors involved	2022	2022-2025	2025-2035
Dismiss religious authorities found guilty of corruption	Religious authorities responsible for misbehaviour sacked	Number of Religious Authorities relieved of their duties	CENC; CEPCA; Islamic Supreme Council	Religious communities OSC			
Ban recidivist religious authorities	The pillar is purged of corrupt Religious Authorities	Number of unworthy religious authorities disbarred	CENC; CEPCA; Islamic Supreme Council	Religious communities			
Encourage internal control mechanisms to prosecute religious authorities guilty of acts of corruption	Religious authorities dissuaded from acts that discredit the pillar.	Number and quality of sanctions imposed	Judicial authorities Anti-Corruption Institutions, Religious internal auditors	Lawyers Bailiffs Civil Society Organisations Religious bodies			
Systematically publish sanctions taken against religious authorities responsible for criminal acts	Public informed about sanctions taken against religious authorities	Number of sanctions imposed on religious authorities guilty of offences and crimes	Courts; CONAC	CENC; CEPCA; Islamic Supreme Council; Media; CSOs			
Encourage the denunciation of bad behaviour by religious authorities	Bad conduct of religious authorities is denounced	Number of denunciations Number of religious ministers reported	CENC; CEPCA; Islamic Supreme Council	Religious communities; Media, Civil Society Organisations			

31.5. ACTORS TO IMPLEMENT THE DEVELOPMENT STRATEGY FOR THE RELIGIOUS AUTHORITIES PILLAR

Pillars of integrity	Categories of actors		
	Leaders	Middlemen	Beneficiaries
Religious Authorities	Courts and Tribunals; State Services; Governors; FLO; Regional Anti-Corruption branches; Executive; Administrative authorities	Traditional authorities; Religious leaders; FLOs; Mayors; Communities; CSOs; MPs Regional delegations of public administrations; Grouping of traditional chiefs; Private sector; CSO platform; Regional PP office; Heads of TFP offices ELECAM; Media.	Economic operators; Political parties Teachers; Transporters; Traditional practitioners; Young people; Diocese/imam council Parliamentarians; Judicial authorities; Political parties; Education sector; Heads of public schools; Families; Faithfuls

CHAPTER 32

STRATEGY TO DEVELOP THE POLITICAL PARTIES PILLARS

32.1. PRACTICES AND CAUSES OF CORRUPTION IN THE POLITICAL PARTIES PILLAR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Buying consciences • Manoeuvres to get members of other parties to resign • Payment for positions of responsibility in political parties • Hidden financing • Misuse and abuse of state resources • Voting by minors • Violation of texts governing the functioning of political parties • Opaque management of public funds allocated to parties during elections • Nomadism of party members • Multiple voting • Ballot stuffing • Falsification of minutes • Voting by false proxies • Grabbing of party resources by their leaders • Unfair treatment of candidates • Obstructing the vote of certain citizens • Opportunistic creation of parties with the essential aim of capturing the funds allocated by the State for electoral consultations 	<ul style="list-style-type: none"> • Unbridled race for leadership • Lack of vision and plans for society • Political parties as a means of social advancement • Lack of political culture • Insufficient subsidies • The race for easy money • Unemployment and poverty • Tribalism • Uncivil behaviour • Failure to comply with party statutes • Strong personalisation of power • Weak ideological training of leaders and activists • Rejection of alternation at the head of political parties • Impunity • Lack of probity on the part of members • Lack of a clear vision of the mission of political parties • Lack of a code of ethics • Low financial contribution from grassroots activists • Lack of transparency during electoral operations • Lack of administrative neutrality in the management of political parties and in the electoral process
<p>As of January 2015, Cameroon had some 300 political parties. There is no doubt that this figure has changed. While some see this high number as a sign of the vitality of Cameroon's democracy, others consider it a manifestation of the deliberate desire to position themselves on a market that at times, may appear lucrative.</p> <p>In a multi-party democratic system, the purpose of political parties is to:</p> <ul style="list-style-type: none"> - Enable individuals or groups sharing the same ideology and doctrine to join forces to compete for votes; - Provide civic education for citizens to enable them participate responsibly and effectively in the life of the nation; - Build and consolidate pluralist democracy; - Effectively promote development through concrete responses to the essential and existential concerns of citizens; - Propose alternative social projects and manage the State power obtained through free and fair elections. 	

CORRUPT PRACTICES	CAUSES
<p>Political parties constitute one of the pillars of the "National Integrity System" and, as such, are called upon to contribute to its construction and consolidation.</p> <p>The survey shows that this pillar is still undermined by corruption. By way of illustration, the absence of a benchmark of integrity in the life of political parties gives free rein to a whole host of unorthodox behaviours in which the electorate's vote is at once the anchor, the epicentre and the main issue.</p>	

Pillar : Political parties	Corruption intensity :8.09 points on 10
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31.2. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE POLITICAL PARTIES PILLAR

DIFFICULTIES IN FIGHTING CORRUPTION	FAVOURABLE FACTORS
<ul style="list-style-type: none"> • Use of certain political parties as a means of capturing public or private funds • Lack of internal anti-corruption structures in political parties • Weaknesses in whistleblower protection • Opacity in the financial management of political parties • Lack of traceability of funding sources • Lack of democracy within political parties • Contradiction between words and deeds on corrupt practices • Lack of cohesion between the base and the top of political parties • Insufficient sanctions within political parties • Lack of managerial skills by political party leaders 	<ul style="list-style-type: none"> • Existence and plurality of political parties • Recognised leadership of political parties • Ability to make proposals and challenge the executive and society in general • Debate within political parties • High potential for transforming political parties into a force for raising awareness • Strong involvement of CSOs and the media in the fight against corruption within political parties • No impunity for political party leaders
<p>The main setback to improving morals within political parties is the marginal nature of ethical and democratic values. For some, the credo remains the conquest of power and its preservation at all costs and by all means.</p> <p>This conception of the purpose of parties and the political game does not sit well with respect for ideological, deontological, moral and ethical rules.</p> <p>Today, this view is counterbalanced by a gradual awareness of the damaging effects of corruption throughout society, the strong involvement of CSOs, the media and institutions of the fight against corruption, and the creation of a consensus around crucial issues such as synergies between various players and protection of whistleblowers.</p>	

31.3. ANALYSIS OF THE CHALLENGES IN FIGHTING AGAINST CORRUPTION IN THE POLITICAL PARTIES PILLAR

CHALLENGES IN FIGHTING CORRUPTION	PRECONDITIONS
<ul style="list-style-type: none"> • Strengthening the integrity pillar of Political parties • Strengthening national unity • Credibility of politicians and political organisations • Peaceful political and democratic change • Preserving social peace • Better internal governance of political parties • Improving Cameroon's image • Guaranteeing the stability of the other pillars • Massive public participation in the country's political life • Reconciliation between the votes cast at the ballot box and the real will of the electorate 	<ul style="list-style-type: none"> • Reinforce the principle of "peaceful democracy", i.e. peaceful coexistence between the different political parties • Stimulating democracy and debate within political parties • Separation of the State's political and administrative functions

The main challenge in the fight against corruption within the political parties pillar is allowing them fulfil the missions assigned to them in the Constitution. These include, in particular, the expression of votes, the preservation of social peace, the economic, social and cultural development of the Nation, the acquisition of political power through democratic mechanisms, etc.

These constitutional missions of political parties must be carried out within a moral and ethical framework.

31.4. ACTION PLAN FOR THE DEVELOPMENT OF THE POLITICAL PARTIES PILLAR

The aim of developing the Political Parties integrity pillar is to restore the trust of citizens who make up the driving force and the purpose of its actions. Two strategic objectives reflect this requirement:

Strategic objectives

Strategic objective 1:

By 2035, re-establish an image of trust, respectability and responsibility for political parties through respect for ethics.

Strategic objective 2:

By 2035, increase the attractiveness of political parties by changing their internal modes of governance.

Strategic axis 1: Prevention (Reduce opportunities for corruption within the Political Parties Pillar)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Put the anti-corruption issue at the centre of debates between the various political parties	Political party leaders committed to fighting corruption	Number of debates organised Number of parties involved	Political party leaders; CSOs; Anti-Corruption Institutions; Media	CONAC; Activists			
Promote transparent management of political party resources	Parties managed transparently	Application of basic party texts; Accounting books; Audit reports; Number of political parties audited	Party leaders	CONAC; Audit Bench; Militants; Expert			
Create an anti-corruption body within political parties	Corrupt practices reduced within political parties	Existence of anti-corruption structures within political parties; Number of political parties with internal anti-corruption structures; Number of corruption cases identified and punished	Leaders of political parties	Militants CONAC CSO			
Promote democratic culture within political parties	Political parties operate according to the will of their members Increased demand for integrity at the base	Frequency of elections; Transparency of elections; Existence of debates Proportion of rotations; Renewal rate of political staff	Leaders of political parties	CONAC Militants CSO			

Strategic axis 2: Education (Improve the emotional skills of political parties to better fight against corruption)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Build the capacity of political parties in anti-corruption techniques and resources	Political party leaders and activists capable of devising effective strategies to combat corruption	Number of training sessions Number of political party representatives trained	Political parties	Militants; TFPs; CONAC; Civil Society Organisations; Anti-Corruption Institutions			
Create party schools.	Activists trained in the party's ideology and ethical values.	Number of political parties with a party school; Number of training sessions; Number of political party players trained.	Political parties	CONAC; Militants; CSOs			
Popularise basic texts of political parties and conventions for the fight against corruption	More activists familiar with their party texts and conventions for the fight against corruption	Popularisation media Number of extension campaigns Number of people reached	Political parties	CONAC Militants Media			

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Propagate best practices among Political Parties in promoting ethics and democracy	Political actors integrate best practices in the fight against corruption	Popularisation media Replication of practices by other players	Political parties	CONAC Civil Society Organisations Media			
Develop codes of ethics in political parties.	Improved behaviour of political players.	Number of political parties with a code of ethics. Behaviour of political players.	Political parties	CONAC Civil Society Organisations Media			

Strategic axis 3: Conditions (Reduce the vulnerability of political parties)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Improve the system for financing and managing political parties	Political party resources known in advance and made available	Amounts allocated to political parties	MINAT; MINFI; Political parties	Militants; Civil Society Organisations; CONAC			
Consolidate recognition of the prerogatives of opposition political parties	Political parties enjoy the consideration and respect of society as a whole	Existence of texts granting prerogatives to political parties	National Assemblt; Presidency of the Republic; MINAT	Political parties; Civil Society Organisations			
Define and applying opposition leader status	Opposition leader status defined and made operational	Text defining the status of opposition leader	Presidency of the Republic; MINAT	Political parties Civil Society Organisations			

Strategic axis 4: Incentives (Encourage Political Parties to develop best practices)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Valorise political parties that stand out for their good practices	Political parties encouraged to persevere in good practices; Distinguished political parties serve as models for others	Number of political parties promoted; Forms/nature of awards	CSO	Militants; CONAC Media			

Strategic axis 5: Sanctions (Crack down on malpractices and corruption within political parties).

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematically apply sanctions provided for by the regulations in force and the statutory texts of the parties	Political Parties' image and credibility restored; Bad practices discouraged	Number and nature of sanctions imposed on Political Parties and/or their members	MINAT Justice	Militants Media			
Publish the list of sanctioned political parties and officials	The effects of sanctions amplified Political parties discouraged from unethical acts	Existence of a list of sanctioned political parties and/or officials Number of political parties and/or officials sanctioned	MINAT Media CSO Political parties	Political Parties			

31.5. ACTORS TO IMPLEMENT THE STRATEGY FOR THE POLITICAL PARTIES PILLAR

Integrity pillar	Categories of actors		
	Leaders	Relay	Beneficiaries
Political Parties integrity pillar	Political Parties; Parliamentarians; Executive Media; Civil Society Organisations; Private Sector	Traditional and religious authorities	Anti-Corruption Institutions Actors of the Judicial System

CHAPTER 33

STRATEGY TO DEVELOP THE FORCES OF LAW AND ORDER PILLAR

33.1. ROLE, MISSIONS AND RESPONSIBILITIES OF FORCES OF LAW AND ORDER

1. Ensure the safety of people and property

- Protect the individual and collective rights of the national community;
- Protect the assets of private individuals in order to secure the wealth creation process.

2. Defend and safeguard institutions

- Protect State symbols;
- Maintain public order;
- Help to preserve social peace.

3. Participate in the enforcement of laws and regulations

- Contribute to the promotion of the rule of law;
- Contribute to the application of justice;
- Ensure equality between citizens.

In Cameroon, the Forces of Law and Order are made up of the National Armed Forces, the National Gendarmerie and the National Police. These institutions play a major role in fostering social cohesion, maintaining national peace and protecting territorial integrity. In the case of the National Gendarmerie and Police, they equally constitute the backbone of public service of the judicial system. In this regard, the quality of justice rendered in Cameroon depends, to an extent, on the quality of the investigations carried out by law enforcement officers.

These reminders demonstrate the importance of law enforcement agencies as a pillar of social integrity. Given the sensitive nature of their missions, role and responsibilities, the actions of law enforcement officers must be governed by the texts that guide them, but also by values that should inspire and strengthen the confidence of the population in this pillar of integrity. Hence the urgent need to identify mechanisms to strengthen the skills of law enforcement officers as part of the National Anti-Corruption Strategy.

33.2. PRACTICES AND CAUSES OF CORRUPTION WITHIN THE FORCES OF LAW AND ORDER PILLAR

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none">• Payment for free services• Purchasing job postings for appointments or transfers• Lobbying• Sharing fruits of extortion with the hierarchy• Scamming users• Poor reception in departments• Harassment of users	<ul style="list-style-type: none">• Unrestrained pursuit of profit• User illiteracy and ignorance• The culture of fear among users• Uncivil behaviour by users• Poverty and insecurity among users and public employees• Poor management of family and social pressures (numerous “NJANGI”s,

CORRUPT PRACTICES	CAUSES
<ul style="list-style-type: none"> • Living beyond one’s lawfully obtained income; • Bribes or kickbacks • Cheating in recruitment competitions • Arbitrary fines and penalties imposed on users; • Sale of summonses in order to protect dishonest people; • Embezzlement of public funds; • Favouritism, cronyism and clientelism; • Intimidation; • Violence in various forms; • Various forms of abuse and theft; • Falsification of documents; • Fanciful grading; • Swindling; • Buying of posts; • Fanciful promotions. 	<ul style="list-style-type: none"> romantic relationships and children); • Lack of ethics among stakeholder.
<p>An analysis of the manifestations and causes of corruption in the law enforcement pillar reveals three main aspects.</p> <p>Firstly, Law enforcement elements are guilty of acts of corruption perpetrated against justice service applicants, for which they are ultimately responsible. On its part, the manifestations of corruption take the form of swindling, intimidation or harassment of users. The public’s perception of the intensity of corruption within the law enforcement pillar is influenced by factors such as poor reception in the services of the forces of law and order and the whimsical penalties imposed on users as unjustified fines.</p> <p>Secondly, an appraisal of the manifestations of corruption in the Forces of Law and Order pillar highlights that a significant proportion of the components of this integrity pillar are also victims of corruption. The scourge, when harmful to them, is manifested in the purchase of posts for appointment or assignment, lobbying for illegal and illegitimate purposes, payment of subsidies to hierarchy, cheating in competitive examinations for access into the Forces of Law and Order, misappropriation of public funds, favouritism and clientelism, etc.</p> <p>Finally, the causes of corruption in the Forces of Law and Order pillar are similar to those of the other sectors and integrity pillars identified by the National Anti-Corruption Strategy. According to the Strategy Document, the unrestrained pursuit of profit, ignorance, insecurity of public officials and users, as well as impunity all constitute underlying causes of corruption in Cameroon.</p>	

33.3. DIAGNOSIS OF THE FIGHT AGAINST CORRUPTION IN THE FORCES OF LAW AND ORDER PILLAR

DIFFICULTIES	POSITIVE FACTORS
<ul style="list-style-type: none"> • Impunity • Creation of networks and accomplices • Centralisation of power by the hierarchy • Low purchasing power of users and public employees • Lack of transparency in the management of resources and personnel • Insufficient whistleblower protection mechanisms • Lack of intervention by Civil Society Organisations in the actions of the forces of law and order • Discrimination in punishment • Protection of certain actors • Entrenchment of corruption • Social pressure • Lack of whistleblower protection • Wide disparity in benefits for equivalent positions • Lack of effective hierarchical control • Poor personnel management • Complicity of various kinds • Settling of scores leading to sanctions • Opacity in the interpretation and application of regulations • Affinity with pressure groups • Lack of objectivity in the allocation of posts • Lack of rotation in certain positions • Networking of corruptors • Unchecked enrichment • Lack of fairness 	<ul style="list-style-type: none"> • Reinforcement of the repression mechanism • Sanctions by the hierarchy • Involvement of Civil Society Organisations in censoring the actions of the forces of law and order • Creation of anti-corruption bodies • Political will • Awareness on all sides; • Existence of a legal framework • Upgrading of recruitment levels for officers • Involvement of senior management; • Appropriate training for staff (ethics and professional conduct) • Existence of a disciplinary system • Establishment of Anti-Corruption Units within bodies • Existence of a synergy of actions • Publication of sanctions
<p>The diagnosis of the fight against corruption in the Forces of Law and Order pillar indicates that factors hindering the fight against corruption in this pillar are numerous and mostly related to the overall situation of the country (Cameroon) in terms of governance and social realities. Indeed, the situation of impunity within the forces of law and order, regularly decried by actors in the other integrity pillars (notably, the media and Civil Society Organisations), is a reality that does not facilitate efforts to curb the phenomenon. This is compounded by the social and, in most cases, family pressures to which law enforcement officers are exposed, compelling them to engage in unethical conducts. Added to this are all the other factors cited supra which, according to participants at the workshop to design the Strategy to develop the Forces of Law and Order Integrity Pillar, constitute major obstacles to the fight against corruption in this pillar.</p> <p>Despite these obstacles, a number of provisions have been put in place to enhance the fight against corruption in the Forces of Law and Order Pillar. First and foremost, these measures are legal in nature, given the existence of a legal framework regulating the way in which the forces of law and order operate, the existence of a disciplinary system and the strengthening of mechanisms for punishing corrupt acts by FLO. These provisions are equally of political relevance, with the gradual involvement of the top hierarchy of FLO in the anti-corruption process. Finally, these measures are of a social nature, as efforts to raise public awareness on the fight against corruption are gradually increasing following awareness-raising campaigns on the dangers of corruption, which have contributed to initiatives aimed at deterring the phenomenon in the FLO pillar.</p>	

33.4. ANALYSIS OF THE STAKES IN FIGHTING CORRUPTION IN THE FORCES OF LAW AND ORDER PILLAR

CHALLENGES	PRECONDITIONS
<ul style="list-style-type: none"> • Agent motivation • Credibility of the corps • Better performance; • Improved living conditions • Elimination of frustrations; • Establishment of justice and equity in career management • Establishment of meritocracy • Effectiveness and efficiency in carrying out tasks and missions • Preservation of a good state of mind • Abnegation of agents on the basis of a job well done • Re-establishment of team spirit within the ranks • Collaboration between the population and the FLO • Rigour, transparency and speed in processing user files • Increased benefits from subsidies and other services provided by the FLOs • Improved image of the FLOs • Efficient administration of FLOs • Transparency and good governance in the administrative management of the FLO sector 	<ul style="list-style-type: none"> • Definition and adoption of an objective rating and motivation grid • Compliance with all professional rules; • Salary increments • Improving the quality and quantity of working conditions and equipment • Identify and punish those responsible for waste and misuse of resources in the FLO sector • Vigilance and denunciation of dubious individuals in the FLO sector • Adopt and apply codes of ethics and professional conduct • Systematic declaration of sources of wealth • Restructuring the leadership of officials and improving institutional governance • Establishment of a Hit-Parade and annual ranking of groups in the FLO sector, based on established performance and probity criteria • Strengthening the civic and moral education of FLO sector players, promoting ethical and patriotic behaviour; • Forecast management of resources, planning and equitable redistribution of FLO sector resources • Implementing measures to progressively eliminate corruption vulnerabilities in the procurement system and optimise costs within the FLO sector • Improving the atmosphere in the FLO sector • Objectivity and systematic use of progressive and exemplary sanctions to Discourage attempts at corruption in the FLO sector
<p>The issues at stake refer to potential gains in the event of success in the fight against corruption within the FLO pillar or possible losses in case of failure of initiatives aimed at curbing the phenomenon within this pillar. Participants at the workshop to support the development of the FLO Integrity Pillar Development Strategy argued that the benefits of an effective fight against corruption within the Integrity Pillar are numerous and, above all, beneficial to the strengthening of fundamental qualities of a state governed by the rule of law, such as social cohesion, public confidence in law enforcement institutions and the promotion of transparency.</p> <p>However, they also acknowledged that achieving these results will require the fulfilment of certain essential conditions. The fight against impunity within FLOs, good governance in the management of resources allocated to FLOs, the introduction of an effective incentive mechanism for positive actors in FLOs as well as an effective policy for denouncing corruption within this pillar of integrity are among the preconditions cited.</p>	

EVALUATION OF CORRUPTION PERCEPTION IN THE FORCES OF LAW AND ORDER PILLAR

Pillar: Forces of Law and Order	Corruption intensity: 8 points on 10
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33.5. STRATEGIC ACTION PLAN IN THE DEVELOPMENT OF THE FORCES OF LAW AND ORDER PILLAR

Strategic objectives

Strategic objective 1: Reduce corruption within the Forces of Law and Order by improving the management of its constituent institutions.

Strategic objective 2: Make integrity a shared value within the Forces of Law and Order by promoting values of probity.

Strategic axis 1: Prevention (Establish appropriate mechanisms to reduce opportunities for corruption within the Forces of Law and Order pillar)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Integrate competence and integrity as criteria for appointing staff within FLOs	Missions of the forces of law and order executed with professionalism	Progress criteria defined and disseminated	Presidency of the Republic Minister of Defence	SED; DGSN; CONAC			
Facilitate knowledge and understanding of the legal mechanisms for access to services	Conditions for the provision of public services by FLOs defined	Consolidating and improving anti-corruption synergies in criminal law	Minister of Defence DGSN	CONAC; Media; Civil Society Organisations			
Ensure transparency in managing funds linked to FLOs	Greater transparency in the management of Pillar activities	Frequency or number of audits carried out Audit reports made public	Presidency of the Republic Minister of Defence Minister of Supreme State Audit Office	President of the Audit Bench; DGSN; SED;CONAC			
Advocate to improve the regulation of the FLO Pillar	Opportunities for corruption within FLOs due to legal loopholes reduced	Number of legal and regulatory loopholes closed	MINDEF DGSN	SED; PM'S OFFICE; Presidency of the Republic; Civil Society Organisations; Media			
Lobby for the regular renewal of FLO Pillar managers	Potential negative networks dismantled	Frequency of mutations	President of the Republic PM; MINDEF; DGSN	SGPR; PM; SG MINDEF; Civil Society Organisations			

Strategic axis 2: Increase access to information and knowledge to strengthen the probity of stakeholders in the Forces of Law and Order pillar (Education) Améliorer l'accès à l'information et à la formation afin de renforcer la probité au sein des parties prenantes du Pilier FMO

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Incorporate integrity education programmes into FLO training schools	Integrity courses offered future members of the FLO pillar	Number of vocational schools in the sector offering integrity education courses	Director of EMIA; Director of ENSP; Training Centres; Director of the EIFORCES; Director of Staff College	CONAC; CSO			

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Educate users on the processes through which FLO institutions offer public services	FLO users equipped to resist corruption	Number of anti-corruption messages displayed in sector structures	MINDEF; SG MINDEF; DGSN	Civil Society Organisations; Media; CONAC			
Disseminate a document detailing the main acts of corruption in the FLO pillar.	Stakeholders in the FLO sector better informed on the most common types of corruption	Published document	Civil Society Organisations Media	CONAC			
Encourage anti-corruption broadcasts in the FLO pillar	Appropriation of anti-corruption initiatives effective in the FLO pillar	Number of broadcasts aimed at stakeholders in the sector	MINDEF DGSN	Media: CONAC; Director of Communication MINDEF; Director of Communication DGSN			
Integrate anti-corruption aspects into broadcasts aimed at FLOs	Positive stakeholders better equipped to resist corruption	Number of broadcasts incorporating anti-corruption aspects	MINDEF DGSN	Media; CONAC; MINJUSTICE; Director of Communication MINDEF; Director of Communication DGSN			

Strategic axis 3: Conditions (Establish justice and equity in the promotion mechanisms of stakeholders in the Forces of Law and Order pillar)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Promote FLO staff in line with their career profile	Equity in the promotion of professionals in the sector	Number of structures within the Pillar complying with the career profile	MINDEF; DGSN; SED	Presidency of the Republic; CONAC; IG MINDEF; DGSN; Civil Society Organisations			
Improve working conditions in the FLO sector	FLO intervention conditions improved	Decisions taken by the Government for the benefit of pillar members	MINDEF; DGSN; SED; MINFI	CONAC; Media; CSOs			
Promote the use of electronic payments to manage fines	Electronic payment of fines now a reality	The principle of making electronic payments available to all stakeholders in the pillar	MINDEF; DGSN; SED; Heads of services in the FLO pillar	CONAC; MINFI; CSOs; Media			

Strategic axis 4: Incentives (Use incentives to promote positive models in the sector)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Periodically publish lists of stakeholders with integrity in the Law Enforcement pillar	Positive stakeholders recognised and valued	Number of published lists of stakeholders with integrity in the sector	MINDEF; SED; DGSN; Heads of services in the FLO pillar	CSOs; CONAC; Media; MINDEF; SED			
Issue letters of congratulations and bonuses to staff of integrity in the FLO pillar	Staff of integrity rewarded with letters of congratulation	Number of congratulatory letters sent to staff	MINDEF; MINDEF; DGSN; Heads of services in the FLO pillar	CONAC; CSOs; Media			
Lobby to extend the rewards given to staff of integrity to their children	Recognition of honest FLO staff extended to their children	Availability of the advocacy plan	CSOs; Trade Unions of professionals in the sector	CONAC; Media			
Integrate probity as a criterion for promotion within FLOs	Probity considered a criterion for the advancement of FLO elements	Document integrating probity as a criterion for promotion within FLOs	MINDEF; DGSN; SED	DGSN; CSOs; Media; CONAC			

Strategic axis 5: Sanction (Significantly increase the cost of corruption by systematically punishing offending stakeholders in the Forces of Law and Order pillar)

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Systematise the application of existing administrative sanctions (reprimands, suspensions, dismissals and redundancies) within the administration, FLO services and subsidiaries.	Reduced impunity for the negative actions of FLOs	Number of administrative measures applied in the repression of co-optations	MINDEF, SED; DGSN IG MINDEF	CONAC; Civil Society Organisations; Media; Union leaders			
Lobby for the withdrawal of awards to FLO personnel found guilty of corruption	FLO officers found guilty of corruption stripped of their honours	Advocacy plan available	CONAC	Civil Society Organisations Media			
Protect whistleblowers against corruption within the FLOs	Increased reporting of corruption within FLOs	Whistleblower protection mechanism operational	MINDEF; DGSN; SED MINJUSTICE; CONAC	Media; Civil Society Organisations			

Strategic actions	Expected results	Indicators	Implementing Authority	Actors involved	2022	2022-2025	2025-2035
Encourage ordinary citizens to use the legal system against unscrupulous members of the FLO	The legal system used as an anti-corruption tool to dishonest FLOs	Number of court decisions	CONAC Civil Society Organisations Media	MINDEF; SED; DGSN			
Lobby for the publication of a list of offences and penalties for dishonest FLO members.	Penalties imposed on unscrupulous FLOs published	Advocacy plan available	Civil Society Organisations Media	CONAC; MINDEF DGSN; SED			

33.6. ACTORS TO IMPLEMENT THE STRATEGY

Prime Minister; Minister of Defence; Secretary of State for Defence; Delegate General for National Security; Minister of Communication; Minister of Justice; Minister of Supreme State Audit Office; Director of Human Resources at MINDEF; Head of IT at MINDEF and DGSN; Procureur General; State Councils.	<ul style="list-style-type: none"> - Civil Society Organisations; Trade Unions - Users of public cultural services; Media 	<ul style="list-style-type: none"> - Directors of services in the FLO sector; Staff of services in the FLO sector; Members of Parliament
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PART III

**MECHANISMS FOR IMPLEMENTATION,
MONITORING AND EVALUATION OF THE
NATIONAL ANTI-CORRUPTION
STRATEGY**

CHAPTER 34

COORDINATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY

The effectiveness of a strategy is measured by the nature and quality of its performance irrespective of the field. This is achieved through the commitment, professionalism and effective participation of the actors involved in its implementation, on the one hand, and the relevance of the mechanisms put in place for this purpose, on the other.

This Strategy follows the same pattern. Its effectiveness depends most importantly on the leadership of the key players who have committed themselves to the fight against corruption.

34.1. COORDINATING ACTIONS TO IMPLEMENT THE STRATEGY

The MPE trilogy, which has underpinned the inclusive dynamic of the strategy development process, should be maintained with a view to ensuring the coherence, complementarity and synergy of actions and players. Implementing the strategy will involve various entities with distinct missions, resources and operational methods. Therefore, the Strategy's effectiveness hinges on CONAC's ability to harmonise these diverse efforts.

To this end, it is crucial that the management and monitoring-evaluation mechanisms put in place be designed according to a results-based management approach.

34.1.1 ACTORS INVOLVED IN IMPLEMENTING THE NACS

Cameroon's anti-corruption efforts are spearheaded by the nation's highest authorities, as evidenced by their personal engagement and the country's alignment with domestic and international anti-corruption standards. This is the interpretation that should be given to the role and missions assigned to anti-corruption institutions, all of which are placed either under the direct authority of the Head of State, the Prime Minister, Head of Government or the Parliament. This is equally the rationale behind all the current reforms underway, the successful completion of which will provide Cameroon with the necessary tools to effectively combat corruption.

This architecture complements an already existing institutional framework, comprised of the afore-mentioned institutional and non-institutional actors.

It is incumbent on each player to transform the strategic action plans into concrete programmes of activities aligned with their specific roles and responsibilities.

34.1.2 SUPPORT FROM INTERNATIONAL COOPERATION

Cameroon's efforts to combat corruption are backed by the community of development partners, who maintain a frank and constructive dialogue with Cameroonian authorities on governance and the fight against corruption. In this respect, most of the interventions underway in Cameroon have made support for improved governance and the fight against corruption a cross-cutting theme of their actions, which makes it possible to attract additional resources that can be mobilised in favour of this strategy.

34.2 IMPLEMENTATION OF ACTION PLANS

To support political leadership at the operational level, sectoral action plans and integrity pillar development plans must be effectively implemented. Responsibility for this lies with either the respective sector ministers or designated integrity pillar leaders chosen by their peers.

34.2.1 RAPID RESULTS INITIATIVES

The concept is an offshoot of the Rapid Results Approach, conceived and developed by *Schaffer Consulting*. The RRI approach is a technique for managing complex projects that consists of:

- ✓ promoting teamwork;
- ✓ accelerating the implementation of a number of actions identified in a programme (e.g. NACS);
- ✓ achieving tangible results within a short timeframe (e.g. 100 days);
- ✓ creating a real capacity for change.

In a nutshell, it is a proactive approach focused on achieving results in a relatively short space of time, without requiring additional financial or personal resources.

34.2.2 SPECIFIC PROJECTS

☞ **Competitive Examinations without Corruption (COCSO)**

The 2015 environmental survey revealed that competitive examinations and admission tests for the Cameroonian Public Service often gave rise to acts of corruption. COCSO's objective is to reduce these phenomena in order to ensure that only the best candidates are selected, given that the results obtained in our administrations depend on the quality of the human resources responsible for producing those results.

☞ **Back to school without corruption**

In the education and training sector, corruption heightens at the beginning of the academic year. This is often an opportunity for headteachers to engage in scams and other acts of corruption against parents and students.

Sometimes, dishonest parents offer bribes to school heads either to use parallel recruitment channels for their offspring, or get school heads to issue them false school reports that could make it easier for their children to enrol in other towns or schools.

In order to reduce the incidence of corruption, CONAC has devised the *Back to school without corruption* project, which is carried out every year with the involvement of the entire education community.

☞ **Corruption-free logging**

Cameroon has a large forest mass with a variety of sought-after species, the exploitation of which is whetting the appetites of both national and international companies. The quest for contracts to exploit these forests often gives rise to acts of circumvention of forestry law and financial regimes on the part of unscrupulous actors. To combat these illegal practices, CONAC has initiated the *Corruption-Free Logging* project, which is being carried out in conjunction with the administrations involved, as well as communities residing near the affected forests.

☞ **Corruption-free cocoa and coffee campaigns**

Cameroon is one of the world's leading producers of cocoa beans and robusta and arabica coffee cherries. Like vulture to a carcass, these riches attract a host of shady actors. To enable farmers benefit fully from their labour by securing fair prices for their produce and shielding them from unscrupulous traders, CONAC has initiated nationwide campaigns to engage with producers directly.

CHAPTER 35

MONITORING AND EVALUATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY

35.1. MONITORING ACTIVITIES

This Strategy draws up a roadmap whose execution lies with each entity concerned. To effectively monitor activities, the organ in charge of coordinating actions should ensure that action plans are effectively considered by the sectors, pillars of integrity and/or entities concerned and that commitments taken to this effect will not remain dead letters.

As such, the coordinating body of the Strategy should develop a template to serve as compass for monitoring the execution of each action plan.

☞ **Creation of Anti-Corruption Units (ACU)**

The ACU is the tool par excellence for managing corruption problems within public and private entities. Many of these entities do not yet have this tool, which should be in place by 2026.

☞ **Capacity building for stakeholders**

Despite their existence, ACUs are sometimes hindered by lack of expertise among their staff in identifying and responding to corrupt practices.

☞ **Technical support for institutions**

The highly compartmentalised nature of Cameroon's public administration frequently impedes the necessary cooperation between administrations in combating corruption.

For example, the Ministry of Finance has carried out RRIs on the payment of pensions to retired employees, but the ministries using these employees are slow to produce the administrative acts that should enable the payment of these pensions. NACS coordination team stepped in to clear up misunderstandings and facilitate collaboration.

35.2. MONITORING MANAGEMENT

The National Anti-Corruption Strategy has a multi-dimension and multi-sector nature. Several entities will be made to implement packets of actions as defined in their plans. These actions will be carried out in a concerted manner in order to avoid leadership conflicts among the different actors involved in the fight.

The implementation of the National Anti-Corruption Strategy should, however, not lead to settlement of scores. Anti-corruption initiatives should not lead to irresponsible practices of defamation and denunciation or false allegations causing damage to human rights and social peace.

Consequently, measures of precaution and foresight should be constantly observed in the triggering of a war machine which can generate outbursts of violence, injustice and behaviours detrimental to social peace. The fight against corruption should not also lead to an atmosphere of inquisition which may take away the support of the people it claims to serve.

This precaution makes us to recommend it to the authorities in charge of formulating management policy of the past.

35.3. EVALUATION AND MONITORING OF RESULTS

☞ Periodic evaluation workshops

The action plans defined include goals to be achieved and objectively verifiable indicators that will make it possible to measure progress towards achieving the expected results. Most of these plans target changes in behaviour that must be sustained over time.

Whatever the effectiveness of the Actors involved, a certain number of results will depend on factors that cannot be predicted or foreseen in advance. This should free up room for manoeuvre, enabling the actions undertaken to be adjusted to changes in context and thus guaranteeing everyone's right to make mistakes.

Building on its prior research and consultations for the development of this Strategy, CONAC will conduct more in-depth studies and expand their scope to include additional sectors and Regions.

☞ Number of reported cases of corruption

Cameroon has put in place instruments that enable citizens who are victims or witnesses of acts of corruption to report these acts and practices to the administrations and institutions responsible for combating this scourge. Toll-free numbers are being set up across the country. These include 1517 for CONAC, 1500 and 1550 for the Police, 1501 for the National Gendarmerie, 8044 for Customs, 1510 and 1506 for MINSANTE, 1507 for MINFOF, 1527 for MINDCAF, 1516 for MINPROFF, 1502 for MINCOMMERCE, 1515 for ART, 8010 for ENEO, 1508 for ELECAM, 1523 for the Cameroon Human Rights Commission, 8202 for ANTIC, 8383 for CNPS, etc.

In the same vein, initiatives are being put in place to reduce direct contact between administrations and users as much as possible. Dematerialisation procedures are becoming increasingly important in public administration. Examples include the Aquarium system in the Public Service, remote tax payments, remote social security declarations, COLEPS (Cameroon Online Electronic Procurement System), etc.

The aim is to provide a rapid response to the victims of corruption by acting quickly, either to prevent acts from being committed or to catch the perpetrators red-handed.

☞ The Corruption Perception Index in Cameroon (CPI-Cam)

The Corruption Perception Index in Cameroon (CPI-Cam) was developed by Cameroonian experts during the drafting of NACS in 2010. This approach enables the country itself to measure the anti-corruption efforts made by its stakeholders. The CPI-Cam also enables ordinary citizens to measure the impact of anti-corruption actions on their daily lives.

On the basis of the data collected and analysed using this tool, Cameroon intends to regularly improve its anti-corruption actions.

CONCLUSION

The elaboration of the National Anti-Corruption Strategy is the outcome of a participative process. It is the will of all stakeholders to make Cameroon a country in which values of integrity and social equality, characterised by the strengthening of the rule of law, democracy, effective participation in the management of public affairs, transparency and refusal to corrupt, will constitute the foundation for the construction of a Nation that gives equal opportunities to all its citizens.

The systematic implement of the National Anti-Corruption Strategy by all stakeholders will give all Cameroonians that sense of belonging to a country destined for prosperity.

In this perspective, PrECIS helps to correct inherent impairments to a policy which, till date, was focussed on Prevention, Education and Repression. Giving priority to the necessity of making actors less vulnerable to corruption through actions of conditions and incentives causes a real increase in value to the move that prevailed until then.

Cameroon's National Anti-Corruption Strategy thus constitutes the roadmap for a new beginning. It should lead to convincing results given that actions implemented actually respond to the aspirations of the population. Integrity has been retained as a core value while there is general clamour for people of merit to be projected as role models and compensated.

It is in this capacity that impunity will be fought successfully.

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